

**** HEALTH AND HUMAN SERVICES ****

Functional Area Summary by Agency

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
* TOTAL HEALTH AND HUMAN SERVICES *						
Expenditures (a)	\$75,665,585	\$77,136,914	\$80,056,591	\$82,940,485	\$5,803,571	7.5%
Revenues (b)	\$58,317,639	\$58,432,718	\$62,238,021	\$63,303,154	\$4,870,436	8.3%
Tax Levy	\$17,347,946	\$18,704,196	\$17,818,570	\$19,637,331	\$933,135	5.0%
BREAKDOWN BY AGENCY						
COMMUNITY DEVELOPMENT BLOCK GRANT						
Expenditures (a)	\$4,680,841	\$3,000,000	\$5,201,726	\$4,650,000	\$1,650,000	55.0%
Revenues	\$4,374,697	\$3,000,000	\$5,301,226	\$4,650,000	\$1,650,000	55.0%
Tax Levy (c)	\$306,144	\$0	(\$99,500)	\$0	\$0	0.0%
CORPORATION COUNSEL - CHILD SUPPORT						
Expenditures (a)	\$1,934,442	\$2,002,797	\$2,011,596	\$2,154,359	\$151,562	7.6%
Revenues (b)	\$1,898,003	\$1,904,230	\$1,918,214	\$2,021,307	\$117,077	6.1%
Tax Levy	\$36,439	\$98,567	\$93,382	\$133,052	\$34,485	35.0%
SENIOR SERVICES						
Expenditures	\$2,745,247	\$3,161,361	\$3,058,869	\$3,338,507	\$177,146	5.6%
Revenues (b)	\$1,675,709	\$1,779,199	\$1,772,045	\$1,932,149	\$152,950	8.6%
Tax Levy	\$1,069,538	\$1,382,162	\$1,286,824	\$1,406,358	\$24,196	1.8%
HEALTH & HUMAN SERVICES						
Expenditures (a)	\$66,094,813	\$68,739,992	\$69,556,803	\$72,550,415	\$3,810,423	5.5%
Revenues (b)	\$50,356,090	\$51,736,289	\$53,233,416	\$54,686,698	\$2,950,409	5.7%
Tax Levy	\$15,738,723	\$17,003,703	\$16,323,387	\$17,863,717	\$860,014	5.1%
VETERAN'S SERVICES						
Expenditures	\$210,242	\$232,764	\$227,597	\$247,204	\$14,440	6.2%
Revenues	\$13,140	\$13,000	\$13,120	\$13,000	\$0	0.0%
Tax Levy	\$197,102	\$219,764	\$214,477	\$234,204	\$14,440	6.6%

(a) 2003 estimated expenditures exceed the adopted budget resulting from 2002 year end purchase order encumbrances rolled over to 2003, carryover of 2002 expenditure authority and other current year budget modifications approved by ordinance.

(b) The 2004 budget includes a total of \$681,200 of fund balance appropriations which include: Child Support \$65,000, Senior Services Nutrition \$10,150 and Health and Human Services \$606,050. The 2003 budget includes a total of \$529,546 of fund balance appropriations which includes; Child Support \$90,000, Senior Services Nutrition \$41,000 and Health and Human Services \$398,546.

(c) Tax levy represents CDBG revenues over expenditures generated from program revenues which will be reappropriated by County Board ordinance.

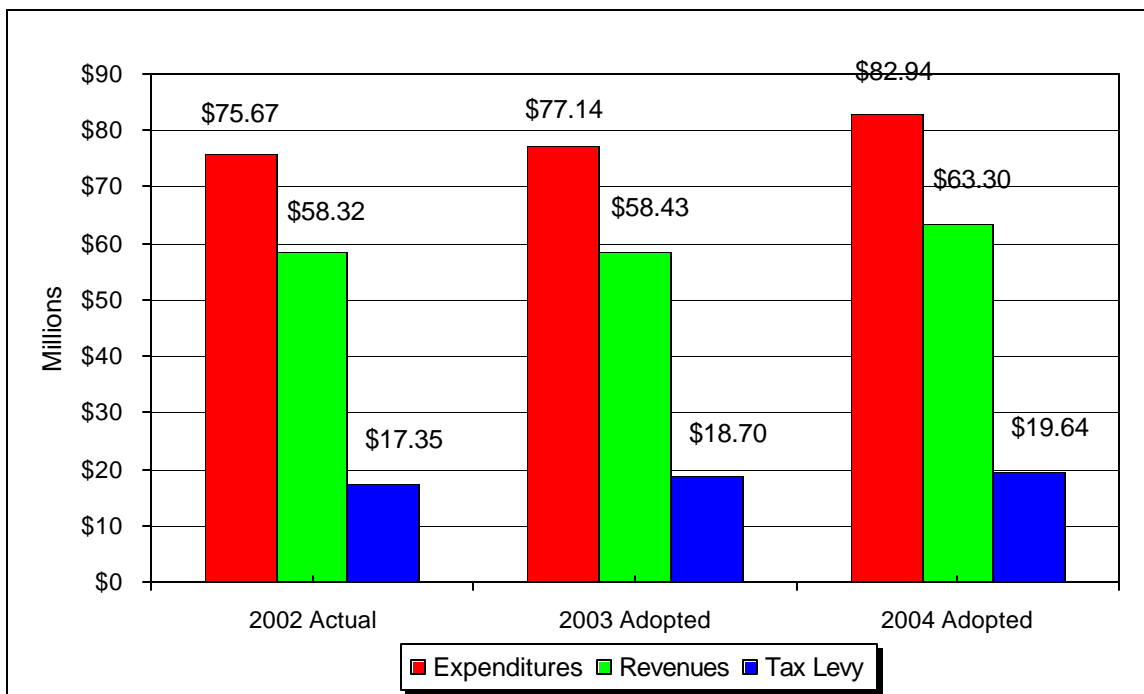
HEALTH AND HUMAN SERVICES

Functional Area Budget Highlights

The budgets within this functional area provide programs to children and their families, the elderly, veterans, unemployed, and individuals who are mentally ill, physically or developmentally disabled, or chemically dependent. **Community Development Block Grant** programs promote the development of viable urban communities through the expansion of housing, creation of jobs and community services for low and moderate income households. **Department of Health and Human Services** programs include prevention, protection, counseling, and an array of residential and community programs for children, juveniles and adults. Services also include food stamps, medical assistance and childcare payments. Public Health services are also provided in this area including assessments, consultation, education, and referral services to promote health and prevent disease. **Child Support**, under the Corporation Counsel's office, provides activities to obtain and enforce child support orders, establish paternity and certify tax refund interception on delinquent accounts. **Department of Senior Services** programs include purchased specialized transportation, adult day care programs, information and resource referrals, congregate and home delivered meals and a variety of community supportive services to allow older adults to remain in their homes. The **Veterans' Service Department** provides assistance to County veterans in applying for available state and federal benefits.

Not included in this functional area are Health and Human Services related capital projects (see Capital Projects, Section VII) and purchases of vehicles and major equipment replacements (see Vehicle/Equipment Replacement Fund in Public Works Functional Area, Section IV, and End User Technology Fund in Non-Departmental Functional Area, Section VI).

The 2004 expenditure budget for this functional area totals \$82,940,485, an increase of \$5,803,571 or 7.5% from the 2003 adopted budget. Budgeted revenues, including \$681,200 of fund balance appropriations, total \$63,303,154, an increase of \$4,870,436 or 8.3% from the previous year's budget. The tax levy necessary to fund this functional area totals \$19,637,331, an increase of \$933,135 or 5% from the prior year budget.



Significant program and funding changes from the 2003 budget include:

- **Federal Community Development Block Grant Funding** will continue the development of viable urban communities within Waukesha County. Funding is provided for low and moderate-income households for homeownership, rehabilitation, rental opportunities, public safety improvements, planning, economic development and other county needs through various programs. The 2004 budget provides down payment closing cost assistance to 120 low and moderate-income homebuyers and funding for 150 low to moderate income homeowners to rehabilitate their homes through a deferred rehabilitation loan. Also, funding will be provided for continued support of two low-income neighborhood revitalization areas in the City of Waukesha. CDBG will also provide funding to 46 Non Public and 31 Public Service Agencies within Waukesha County. The budget will also include \$950,000 for program income, which will be used for revolving loans. Previously the funds had been appropriated twice a year by ordinance based on prior actual receipts.
- The **Department of Senior Services Community Services program** anticipates increases in Title IIIB Supportive Home Care grant of \$43,400 and Title IIIE Family Caregiver Support grant of \$31,700 which will be used for items such as emergency needs, health care and community outreach, family caregiver support programs and training. Also, the budget includes funding increases of \$73,700 in the federal congregate nutrition grant and \$35,500 in the home delivered meals grant.
- **Department of Health and Human Services** primary source of intergovernmental revenue, the **Basic County Allocation** (BCA) remains at the 2003 budgeted level of \$11.4 million and has not increased in the past eight years. The lack of an increase in BCA is a significant driver behind increasing Health and Human Services local levy need. Human Services levy increases \$860,000 million or 5.1% in 2004.
- In the face of escalating **Health and Human Services - Economic Support** (ES) caseloads and continued State Income Maintenance (IM) program expansions, simultaneous with state Income Maintenance Allocation funding reductions of \$156,000, and to limit shifting State program costs to county taxpayers; Division Economic Support staff will provide minimum statutory required services to clients for Medical Assistance, Food Stamps, and Child Care Subsidy in 2004.
- The **Health and Human Services Criminal Justice Collaborating Council** is budgeted at \$308,600 an increase of \$101,800 over 2003 budgeted levels. The increase provides for programming that will lead to greater Criminal Justice System effectiveness and control Jail population growth.
- The **Health and Human Services** budget reduces personnel by a net 0.60 FTE. The reductions are made possible through the restructuring of positions. Position restructuring includes the abolishment of a 1.0 FTE regular full time social worker and the creation of a 1.0 FTE Human Service Supervisor at a net cost increase of \$19,400. The position change is necessitated due to the increased need to provide supervisory and monitoring required in the child protection area.
- The **Health and Human Services** Mental Health Center budget eliminates 1.12 FTE Extra Help nursing positions and replaces them with 1.0 FTE regular part time nursing positions. The change is budget neutral, but the department indicates the move to regular part-time employees will provide for a more stable staffing pattern, which is required in a 24-hour staffed facility.
- **Health and Human Services** budget reflects the 2003 elimination of the **BASIC** (Basic Assistance and Services for Individuals in Crisis) Medical Program. The 2004 budget continues to provide for non-medical payments. This elimination of medical service is in response to continued cost escalation and dwindling state financial support for the program. Total expenditures decrease \$570,000 and related levy decreases \$300,000.

Budget Highlights Continued

- **Health and Human Services** will also be developing criteria to implement a waiting list for the BASIC non-medical program. Although there is reason to believe that the 2003 elimination of the medical program will reduce non-medical applications, a two year trend of increasing applicants and cost trends indicate need for a wait list contingency plan to reduce the likelihood of budget overruns.
- A major funding priority area for the state is the **Health and Human Services - Long-Term Care Division** 2004 expenditure appropriations budget, which increases \$2,378,200. Long Term Care programs serve eligible persons in the community who are elderly, have a developmental disability, have a long-term mental illness, or have a physical disability.
- The **Community Integration and Community Options Services** program expenditures increase \$1,144,000 primarily as a result of a 16,698 increase in the number of days of care. The expenditure increases are offset by a \$1,150,500 increase in General Government revenues from State and Federal funding sources.
- The **Developmental Disability Services** program increases \$1,176,700 primarily due to the purchase of Medicaid Waiver funded services providing an estimated additional 14,251 days of service in 2004. Overall, the expenditure increases are funded by \$1,166,200 increase in General Government revenues from State and Federal funding sources and a \$135,200 increase in Social Security and client fee revenues. The resulting decrease in tax levy of \$124,700 is used to match Community Integration/Option waiver funded services and levy supported protective services and community care needs.
- **Health and Human Services-Mental Health Outpatient Support Services** includes a \$210,100 increase in residential placement costs providing for 30,744 days of care, an increase of 2,244 days, due to continued growth in mental health outpatient client volume.
- **Health and Human Services-Mental Health Outpatient Support Services** includes \$45,000 in first time budgeting for hospitalization and medical services to handle County Mental Health Center overflow needs due to reaching bed capacity. This initiative is expected to reduce the number of placements at the State Mental Health Institutes and related expenses.
- **Health and Human Services-Alcohol and Other Drug Abuse Programming** includes \$35,000 for first-time budgeting for a locked dual diagnosis program. The department indicates that the dual diagnosis locked facility creates a lower cost alternative to state mental health institutes for the mentally ill/substance abuse clients that are in danger of hurting themselves or others. The department has reduced the mental health institute budget by \$60,000 in 2004 reflecting the change and due to lower utilization trends in 2003.
- **Health and Human Services-Mental Health Outpatient Support Services** client medication costs increase \$52,300 or 10% reflecting escalating costs and additional medication usage to stabilize clients living in the community. The department continues to augment services to clients who utilize the division's medication program through the increased use of drug sampling, medical assistance application support, and pharmaceutical card benefits. In 2004 the department will also implement a \$15 co-payment per prescription. The co-payment will be retained by the pharmacy, essentially reducing the cost per prescription by \$15 resulting in an estimated decrease in County cost of \$70,000.
- **Health and Human Services - Public Health Division** budget includes a \$123,800 Bioterrorism grant funding for preparedness planning and education of the Public Health division personnel. Also, the request includes the abolishment an existing 1.0 FTE Programs and Projects Analyst position and creates a 1.0 FTE Epidemiologist position at a net increase in cost of \$8,900. The new position reflects the increased need to and responsibility to provide biostatistical surveillance and analysis of disease in the County.

**BUDGETED POSITIONS 2002-2004
SUMMARY BY AGENCY AND FUND**

HEALTH AND HUMAN SERVICES

Agency	Fund	2002 Year End	2003 Adopted Budget	2003 Modified Budget	2004 Budget	03-04 Change
COUNTY EXECUTIVE	CDBG	2.25	2.25	2.25	2.50	0.25
CORPORATION COUNSEL	Child Support	31.60	30.60	30.60	30.65	0.05
SENIOR SERVICES	General	12.45	12.45	12.45	12.45	0.00
	Elderly Nutrition	4.30	4.30	4.30	8.60	4.30
	Sr. Svcs. Subtotal	16.75	16.75	16.75	21.05	4.30
HEALTH & HUMAN SERVICES	Human Services	262.68	261.87	261.87	263.37	1.50
	Long Term Care	34.50	33.50	33.50	32.50	(1.00)
	Mental Health Center	39.96	39.96	39.96	40.46	0.50
	Public Health	36.20	36.20	36.20	35.94	(0.26)
	H&HS Subtotal	373.34	371.53	371.53	372.27	0.74
VETERANS SERVICES	General	3.70	3.70	3.70	3.70	0.00
	TOTAL REGULAR POSITIONS	427.64	424.83	424.83	430.17	5.34
	TOTAL EXTRA HELP	23.25	19.27	19.27	14.79	(4.48)
	TOTAL OVERTIME	3.56	3.06	3.06	3.11	0.05
	TOTAL BUDGETED POSITIONS	454.45	447.16	447.16	448.07	0.91

2004 BUDGET ACTIONS

COUNTY EXECUTIVE - CDBG

Transfer 0.25 Clerk Typist I/II from County Executive General Fund
Increase Overtime 0.04 FTE

CORPORATION COUNSEL

Transfer 0.05 Principal Assistant Corporation Counsel From Corporation
Counsel General Fund Budget
Increase Extra Help 0.71 FTE
Increase Overtime 0.03 FTE

SENIOR SERVICES

General Fund
Increase Overtime 0.01 FTE

Nutrition Fund
Create 4.30 FTE Regular Part Time Site Managers
Reduce Extra Help 3.88 FTE

HEALTH & HUMAN SERVICES

Human Service Fund
Create 1.00 FTE Human Services Supervisor
Abolish 1.00 FTE Social Worker II
Transfer 1.00 FTE Account Clerk I (2 Regular Part Time Positions) from the
Long Term Care Fund
Transfer 0.50 FTE Account Clerk II from the Mental Health Center Fund
Reduce Extra Help 0.14 FTE

Long Term Care Fund
Transfer 1.00 FTE Account Clerk I (2 Regular Part Time Positions) to the
Human Services Fund

Mental Health Center Fund
Transfer 0.50 FTE Account Clerk II to the Human Services Fund
Create 1.00 Registered Nurse FTE (2 Regular Part Time Positions)
Reduce 1.12 FTE Extra Help Registered Nurse Positions

Public Health
Create 1.00 FTE Epidemiologist
Abolish 1.00 FTE Programs and Projects Analyst
Decrease 0.26 FTE Regular Part Time Public Health Nurse II
Reduce Extra Help 0.05 FTE
Reduce Overtime 0.03 FTE

2003 CURRENT YEAR ACTIONS

None

For additional detail see the Budgeted Position Summary included within the Stats and Trends Section of the Budget Book.

Community Development

County Executive

Mission/ Summary

Mission

The mission of Community Development is the development of viable urban communities through the provision of financial grants and technical assistance to cities, villages, towns and non-profit corporations participating in Waukesha County's "Urban County Entitlement" Community Development Program. Special emphasis in accordance with federal regulation is placed on:

1. The conservation and expansion of housing for low and moderate-income households.
2. The creation and retention of jobs, principally for low and moderate-income households.
3. The expansion of the quantity and quality of community services for low and moderate-income persons.
4. To affirmatively further equal housing opportunities.
5. The removal of architectural or physical barriers denying or impeding access of elderly and disabled persons to the full utilization of public and private facilities.
6. More effective environmental and strategic planning.

Financial Summary

	2002 Actual	2003 Adopted Budget	2003 Estimate (a)(b)	2004 Budget (a)(d)	Change from 2003 Adopted Budget	
					\$	%
CDBG Fund						
Personnel Costs	\$131,028	\$136,783	\$151,378	\$173,613	\$36,830	26.9%
Operating Expenses (a,b)	\$4,504,408	\$2,787,202	\$4,977,706	\$4,400,095	\$1,612,893	57.9%
Interdept. Charges	\$45,405	\$76,015	\$72,642	\$76,292	\$277	0.4%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$4,680,841	\$3,000,000	\$5,201,726	\$4,650,000	\$1,650,000	55.0%
General Gov't (a,b)	\$4,374,697	\$3,000,000	\$5,301,226	\$4,650,000	\$1,650,000	55.0%
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenues	\$4,374,697	\$3,000,000	\$5,301,226	\$4,650,000	\$1,650,000	55.0%
Tax Levy (c)	\$306,144	\$0	(\$99,500)	\$0	\$0	N/A

- (a) 2003 Estimate includes CDBG and HOME program income of \$812,781 earned in the first eight months of 2003 and an estimate to be determined for the last four months of 2003, which is expected to be appropriated by ordinance.
- (b) 2003 Estimate includes a fund balance appropriation of prior year (2002) program revenue of \$456,900 and a 2002 carryover of encumbered grant contracts totaling \$1,912,491 and an approved request to carry-over 2002 expenditure appropriations of \$1,382,071. It is estimated that \$2,800,000 will be unspent and requested to be carried over to the 2004 budget.
- (c) Tax levy amount for 2002 actual represents expenditures over revenues funded by prior year revenues and the 2003 Estimate represents revenues over expenditures which increase fund balance. Actual tax levy is \$0.
- (d) The 2004 budget includes an estimation of the U.S. Department of Housing (HUD) allocation. It is anticipated that if the actual award notification is lower than the budgeted amount, a request to reduce the budget will be presented to the Finance Committee for approval.

Note: The Federal rules allow the expenditure of grants over multiple year periods (usually two to three years).

Position Summary (FTE)

Regular Positions	2.25	2.25	2.25	2.50	0.25
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.30	0.06	0.06	0.10	0.04
Total	2.55	2.31	2.31	2.60	0.29

Departmental Objectives

CDBG

1. Secure continuing participation of municipalities for next three-year period to maintain CDBG funding. (Strategic Goal 1.1) (July 2004)
2. Coordinate Waukesha County Needs Assessment and Non-Profit Summit to identify community needs and prioritize funding with all community resources to maximize benefits. (Strategic Goal 2.1) (September 2004)
3. Modify CDBG program administration policy and procedures as outlined in federal inspector general audits. (May 2004)
4. Ensure compliance with federal regulations, maintain fiscally sound records, monitor funded subgrantees and provide general program oversight (on-going).
5. Increase the total number of persons benefiting from funded Public Service projects from 12,000 to 14,000, a 16% increase. (Strategic Goal 2.1-2.4) (December 2004)
6. Encourage communities to accept and provide for affordable housing as an economic development tool and to provide housing options and opportunities. (Strategic Goal 3.1) (on-going)
7. Maintain liaison with lenders, business and other government entities and leverage a minimum of \$1.2 million in private resources. (Strategic Goal 3.1) (on-going)
8. Increase expenditures of federal funds by 5% to meet federal draw-down requirements. (Strategic Goal 1.1) (October 2004)
9. Provide various rehabilitation program and leverage lender contribution of \$1,500,000, in conjunction with HOME funds, to serve a minimum of 150 households. (Strategic Goal 3.4) (December 2004)
10. Complete construction of 70 units of either new construction or rehabilitation to increase the County's affordable housing stock. (Strategic Goal 3.4) (June 2004)
11. Support business and employment opportunities through the Waukesha County Economic Development Corporation revolving loan program. (Strategic Goal 3.4) (on-going)
12. Review census data to meet federal guidelines and continue to emphasize Neighborhood Revitalization Strategy Area to improve livability and empower residents. (Strategic Goal 2.1-2.4) (December 2004)
13. Review and analyze census data to modify as need the Consolidated Plan and needs assessment. (Strategic Goal 2.1) (December 2004)
14. Attend training and conferences to improve staff management skills and enhance program operations. (Strategic Goal 4.1-4.4) (December 2004)

HOME

1. Secure commitment of participating counties and municipalities in HOME program to return funding for next three-year period. (Strategic Goal 1.1) (July 2004)
2. In conjunction with CDBG and lender leveraging contributions provides housing rehabilitation services to 150 homeowners. (Strategic Goal 3.2) (December 2004)
3. Provide down-payments/closing cost assistance to 120 low and moderate-income homebuyers. (Strategic Goal 3.2-3.4) (December 2004)
4. Execute contracts with new program administrator based on RFP. (Strategic Goal 3.3) (January 2004)
5. Identify and fund "core" HOME projects and determine allocation and projects funding for county projects. (Strategic Goal 3.2) (July 2004)
6. Increase through new construction or rehabilitation at least 70 units of affordable housing. (Strategic Goal 3.1) (December 2004)
7. Leverage private lender financing for housing rehabilitation at \$1,500,000 and for housing production at \$10,000,000. (Strategic Goal 2.2) (December 2004)
8. Continue to promote and support the development of affordable housing through partnerships with developers, lenders, municipal leaders, housing advocates and monitoring of Smart Growth Plans. (Strategic Goal 3.1-3.4) (on-going)

Disaster

1. Continue monitoring of projects and draw-down of funds for completion by June 2004. (Strategic Goal 1.1)
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Major Departmental Strategic Achievements from 7/01/02 to 6/30/03

CDBG

1. Met the CDBG expenditure rate federal standard to avoid reduction of federal allocation.
2. Increased the number of clients served by funded subgrantees by a minimum of ten percent, from 12,200.
3. Provided elderly homeowners an opportunity to maintain and rehabilitate their homes through a deferred rehabilitation loan (15 to be completed).
4. Completed the construction of the City of Waukesha Phoenix Heights housing development consisting of 78 homes.
5. Finalized plans for construction of 9 homes in the Village of Mukwonago.
6. Began construction of 62 rental units in the City of Waukesha.
7. Incorporated County-wide Needs Assessment to be finalized in August 2003 in PY2003 CDBG priorities.
8. Continued and enhanced coordination and collaborative partnerships including Lender Consortium, Workforce Development Board, Housing Opportunity for Southeast Wisconsin (HOPS), regional housing and Community Action Coalition.
9. Supported business expansion and retention as well as employment opportunities through WCEDC business loan program.
10. Continued support for two low-income neighborhoods by identifying needs and providing services as part of Neighborhood Revitalization Strategy.
11. Staff enhanced their management skills through attendance of training, seminars, and conferences.

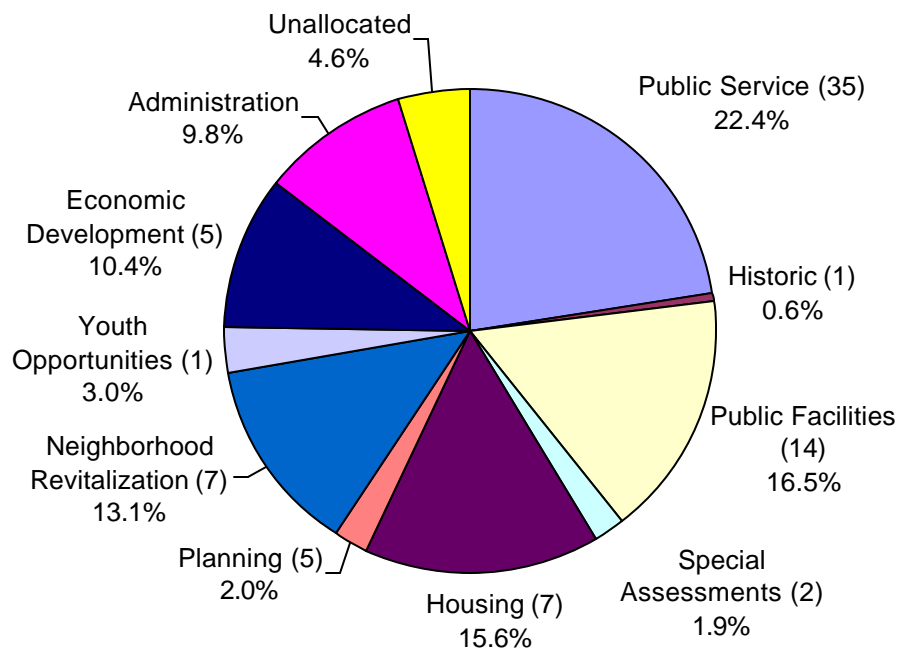
HOME

1. Maintained and preserved Waukesha County housing stock providing housing rehabilitation with leveraged lender funds to 110 homeowners.
2. Provided down payments/closing cost support for LMI homebuyers to assist them in a home purchase (110 households).
3. Increased housing production to meet federal HOME draw down requirements.
4. Maintained the liaison with local participating communities and county officials participating in the HOME program, through the HOME Consortium.
5. Leveraged private investment for housing rehabilitation \$1.5 million and private funds (\$10,000 for housing production).
6. Continued to support and promote affordable housing through partnerships with lenders, developers, and housing advocates.
7. Identified specific housing needs, particularly those related to special needs and rental housing.

DISASTER

1. Continued coordination between subgrantees and State to complete drawdown of funds by 6/1/03.
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Allocation of Program Year 2003 CDBG Funds (\$1,650,000)*
% of Funds and # of Grants by Category
(January 1 - December 31, 2003)



* The initial anticipated grant was estimated to be \$1,650,000. The actual grant was \$1,673,000 with the additional funds placed in an unallocated fund until dispersed.

Community Development Block Grant

Program Description

Provides for the development of viable urban communities by providing direct federally funded financial grants and technical assistance to cities, villages, towns, and non-profit corporations participating in Waukesha County's "Urban County Entitlement." These grants are used to revitalize neighborhoods, expand affordable housing and economic opportunities, and/or improve community facilities and services, principally to benefit low and moderate-income persons.



Performance Measures

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Adopted Budget	Budget Change
% of communities renewing their CDBG participation for 2003-2004 period	100%	100%	100%*	100%*	0%
Improve the lives of low and moderate-income (LMI) households through direct service benefit	11,500	12,000	12,500	14,000	2,000
Create affordable workforce housing for LMI households	24	35	38	70	35
Maintain and improve the housing stock by leveraging lender funds with CDBG funds provided	\$1,150,000	\$850,000	\$1,200,000	\$1,500,000	\$650,000

*The Village of Menomonee Falls is budgeted to participate for Program Year 2004

Staffing (FTE)	1.85	1.71	1.71	2.00	0.29
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Personnel Costs	\$68,885	\$100,032	\$110,250	\$130,184	\$30,152
Operating Expenses (b)	\$2,882,615	\$1,494,709	\$2,761,560	\$2,617,616	\$1,122,907
Subgrantee Grants	\$2,871,019	\$1,481,394	\$2,750,000	\$2,605,761	\$1,124,367
Administrative	\$11,596	\$13,315	\$11,560	\$11,855	(\$1,460)
Interdept. Charges	\$42,342	\$55,259	\$52,636	\$52,200	(\$3,059)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$2,993,842	\$1,650,000	\$2,924,446	\$2,800,000	\$1,150,000
General Government (a,b)	\$2,715,639	\$1,650,000	\$2,973,946	\$2,800,000	\$1,150,000
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$2,715,639	\$1,650,000	\$2,973,946	\$2,800,000	\$1,150,000
Tax Levy (c)	\$278,203	\$0	(\$49,500)	\$0	\$0

(a) Includes \$950,000 in estimated total program income for 2003.

(b) 2003 Estimate includes a fund balance appropriation of prior year (2002) program income of \$399,488 and a 2002 carryover of encumbrances totaling \$965,539 and a 2002 carryover of \$163,559 through separate ordinance. It is estimated that \$1,250,000 of unexpended appropriations will be requested to be carried over to the 2004 budget.

(c) Tax levy represents 2002 actual expenditures over revenues funded by prior year revenues. 2003 estimate is the result of revenues over expenditures generated from program revenues that are re-appropriated by County Board ordinance. Actual tax levy is \$0.

Program Highlights

Personnel costs increase primarily due to a \$14,453 increase in health insurance benefit costs. Also, the Clerk/Typist I/II position is requested to increase 0.25 FTE to 0.50 FTE in this program due to higher activity and workload created by increased HUD funding, this results in an increase in personnel costs of \$11,660.

Operating expenses and General governmental revenue increases primarily due to budgeting \$900,000 of program income. In the past, this funding was appropriated twice a year by ordinance based on prior actual receipts. The budget also includes a \$200,000 increase in Subgrantee grants reflecting the HUD grant increases anticipated for the new participation of the Village of Menomonee Falls.

Community Development Block Grant (Cont.)



Activity

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Adopted Budget	Budget Change
Grant \$ Value Awarded (Cumulative, since 1990)	\$18,913,000	\$20,174,000	\$20,586,000	\$22,486,000	\$2,312,000
# of Grants Administered (Cumulative, since 1990)	670	748	828	839	91
# of Grants Completed (Cumulative, since 1990)	593	675	756	763	88
New Grants	78	80	80	108	28

Participating communities:

Cities: Brookfield, Delafield, Muskego, New Berlin, Oconomowoc, Pewaukee, and Waukesha
 Towns: Brookfield, Delafield, Eagle, Genesee, Lisbon, Merton, Mukwonago, Oconomowoc, Ottawa, Summit, Vernon, and Waukesha
 Villages: Big Bend, Butler, Dousman, Eagle, Elm Grove, Hartland, Lac La Belle, Lannon, Merton, Mukwonago, North Prairie, Nashotah, Pewaukee, Sussex, Wales and Menomonee Falls

Non-Participating Communities:

Villages: Chenequa, Oconomowoc Lake

COMMUNITY DEVELOPMENT PROGRAM YEAR (2003)

January CDBG / HOME program year begins
 February Public Hearings - Needs / Community Assessment for Program Year 2003
 March Public Hearing - Grantee Performance Report (GPR) / Annual Housing Performance Report (AHPR)
 April Submit GPR and AHPR
 May Request for Proposals – Advertise and accept applications
 June Transmit copies of applications received to CDBG Board
 July Begin project application reviews
 Complete project application reviews
 August CDBG Board completes funding allocation recommendations
 Public Hearing on recommendations
 Executive Committee review, modify and/or approval of CDBG Board recommendations
 September County Board action on recommendations
 October Complete Grant Application / Environmental reviews for submission to HUD
 Write contracts for projects funded
 November Submission of Annual Consolidated Plan
 December Review carryover requests of previously funded projects
 Program year-ends

HOME Investment Partnerships Grant

Program Description

Administers Grant Program with Jefferson, Washington and Ozaukee Counties. Most of the program activity is subcontracted to other entities. The goal of this federally sponsored program is to "increase the availability of decent, safe and affordable housing in urban and rural America, by increasing the supply of affordable, standard rental housing; improve substandard housing for existing homeowners and assist new homebuyers through acquisition, construction, and rehabilitation of housing, and provide tenant-based rental assistance." (Waukesha County data only)



Performance Measures	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Adopted Budget	Budget Change
Homebuyer Counseling Provided (inquires/assistance)	2365/106	2370/108	2400/110	2600/110	230/2
# of commitments secured for increase in affordable housing stock	43	36	40	70	34
Maintain the housing stock through housing rehabilitation programs	102	30	110	120	90
Pledges from HOME lenders for housing rehab. financing	\$1,500,000	\$800,000	\$1,200,000	\$1,200,000	\$400,000
Staffing (FTE)	0.60	0.60	0.60	0.60	0.00
Personnel Costs	\$58,666	\$36,751	\$41,128	\$43,429	\$6,678
Operating Expenses (a)(b)	\$1,621,559	\$1,292,493	\$1,615,150	\$1,782,479	\$489,986
Subgrantee Grants	\$1,617,657	\$1,284,933	\$1,612,000	\$1,775,789	\$490,856
Administrative	\$3,902	\$7,560	\$3,150	\$6,690	(\$870)
Interdept. Charges	\$1,716	\$20,756	\$20,006	\$24,092	\$3,336
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$1,681,941	\$1,350,000	\$1,676,284	\$1,850,000	\$500,000
General Government (a) (b)	\$1,654,000	\$1,350,000	\$1,726,284	\$1,850,000	\$500,000
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$1,654,000	\$1,350,000	\$1,726,284	\$1,850,000	\$500,000
Tax Levy (c)	\$27,941	\$0	(\$50,000)	\$0	\$0

(a) Includes \$250,000 in estimated program income and related revolving loans for 2003.

(b) 2003 Estimate includes a fund balance appropriation of prior year (2002) program income of \$57,375 and a 2002 carryover of encumbrances totaling \$946,952 and a 2002 carry-over of \$532,574 through separate ordinance. It is estimated that \$1,491,100 will be carried over to the 2004 budget.

(c) Tax levy for 2002 actuals represents expenditures over revenues funded by prior year revenues. 2003 estimate represents revenues over expenditures generated from program revenues that are re-appropriated by County Board ordinance. Actual tax levy is \$0.



Program Highlights

Personnel costs increased primarily due to a \$4,848 increase in health insurance benefit costs.

Operating expenses and related General Governmental revenues increase mostly due to a new American Dream grant allocation estimated at \$200,000. Also, \$250,214 is included for the 2003 allocation and anticipated 2004 inflation increases based on anticipated HUD grant award for 2004. Also, \$50,000 of program income is budgeted. In the past, this funding was appropriated twice a year by ordinance based on prior actual receipts.

Home Investment Partnerships Grant (Cont.)

**Activity**

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Grant Value Awarded (Cumulative since 1998)	\$5,451,000	\$6,477,521	\$6,935,214	\$8,735,214	\$2,257,693
Down payment and Closing Cost Assistance	106	115	110	110	(5)
Homebuyer Counseling (#People Counseled/Homebuyers)	2312/106	2400/110	2400/110	2500/115	100/5
Housing Rehabilitation (1)	95	98	98	123	25
(1) 2004 increase results form increase in quick fix loan program.					

Waukesha County Participating Communities*:

Cities: Brookfield, Delafield, Muskego, New Berlin, Oconomowoc, and Waukesha

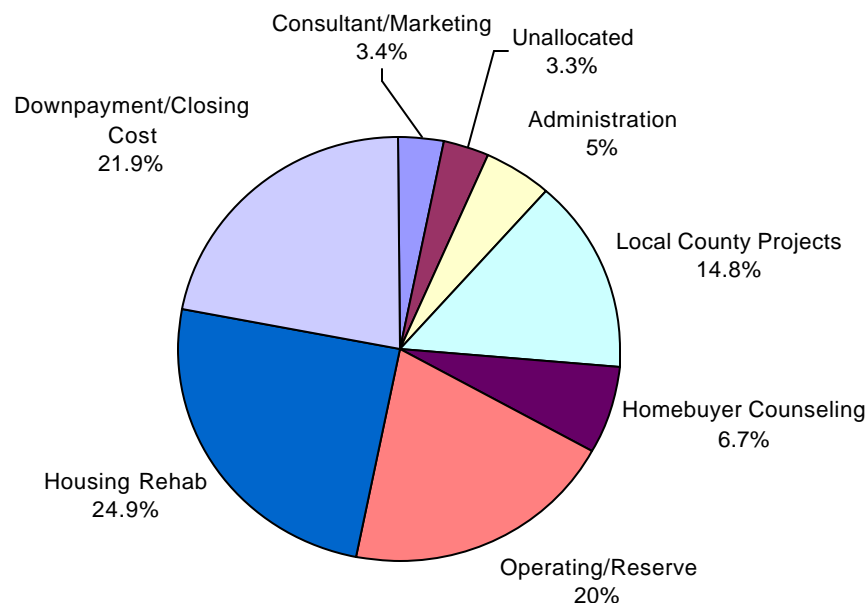
Towns: Brookfield, Delafield, Eagle, Genesee, Lisbon, Merton, Mukwonago, Oconomowoc, Ottawa, Pewaukee, Summit, Vernon, and Waukesha

Villages: Big Bend, Butler, Dousman, Eagle, Elm Grove, Hartland, Lac La Belle, Lannon, Merton, Mukwonago, North Prairie, Nashotah, Pewaukee, Sussex, Wales, and Menomonee Falls

Waukesha County Non-Participating Communities

Villages: Chenequa and Oconomowoc Lake

* HOME program participation also includes all towns in Waukesha, Jefferson, Washington, and Ozaukee Counties and 22 of the 26 villages and cities.

Allocation of Program Year 2003 HOME Funds (\$1,484,214)

Other Grant Programs -
Disaster Recovery Initiative
(1997 & 1998 Floods)***Program Description**

Administers other grant assistance programs as funding is provided.

	2002 Actual	2003 Adopted Budget	2003 Estimate (a)	2004 Adopted Budget	Budget Change
Staffing (FTE)	0.10	0.00	0.05	0.00	0.00
Personnel Costs	\$3,477	\$0	\$0	\$0	\$0
Operating Expenses (a)	\$234	\$0	\$600,996	\$0	\$0
<i>Subgrantee Grants</i>	\$0	\$0	\$600,996	\$0	\$0
<i>Administrative</i>	\$234	\$0	\$0	\$0	\$0
Interdept. Charges	\$1,347	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$5,058	\$0	\$600,996	\$0	\$0
General Government (a)	\$5,058	\$0	\$600,996	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$5,058	\$0	\$600,996	\$0	\$0
Tax Levy	\$0	\$0	\$0	\$0	\$0

(a) 2003 Estimate includes 2002 approved request to carryover 2002 expenditure appropriations of \$685,938 and a year-end accrual carryover for \$5,058.

**Program Highlights**

The 2003 estimate includes funding for the 1998 Flood disaster now that the final contract with State has been approved. Approximately \$84,942 is expected to be requested for carryover to the 2004 budget pending County Board approval.

Child Support Fund Corporation Counsel Fund Purpose / Summary

Fund Purpose

The Child Support Division in the Corporation Counsel Office implements and administers the Child Support Enforcement Act pursuant to Title IV-D of the Federal Social Security Act and Wisconsin Statutes, under contract with the State Department of Workforce Development. This Waukesha County Special Revenue fund accounts for County Child Support programs supported by state, federal and county funding. Child Support Services include activities to establish paternity, obtain initial orders for child support and health insurance, enforce or modify existing orders, and collect delinquent accounts.

Financial Summary

	2002 Actual	2003 Adopted Budget	2003 Estimate (a)	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
General Fund						
Personnel Costs	\$1,599,932	\$1,656,378	\$1,673,234	\$1,771,320	\$114,942	6.9%
Operating Expenses	\$182,653	\$166,386	\$165,856	\$194,900	\$28,514	17.1%
Interdept. Charges	\$151,857	\$180,033	\$172,506	\$188,139	\$8,106	4.5%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,934,442	\$2,002,797	\$2,011,596	\$2,154,359	\$151,562	7.6%
General Government	\$1,796,697	\$1,785,923	\$1,796,397	\$1,925,960	\$140,037	7.8%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$32,485	\$28,307	\$31,767	\$30,347	\$2,040	7.2%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue (b)	\$68,821	\$90,000	\$90,050	\$65,000	(\$25,000)	-27.8%
Total Revenues	\$1,898,003	\$1,904,230	\$1,918,214	\$2,021,307	\$117,077	6.1%
Tax Levy (d)	\$36,439	\$98,567	\$93,382	\$133,052	\$34,485	35.0%

Position Summary (FTE)

Regular Positions (c)	31.60	30.60	29.94	30.65	0.05
Extra Help	0.84	0.29	0.50	1.00	0.71
Overtime	0.59	0.48	0.28	0.51	0.03
Total	33.03	31.37	30.72	32.16	0.79

(a) The 2003 estimated personnel costs exceed the budgeted amount due to a reallocation of a Principal Assistant Corporation Counsel of 0.10FTE during 2003. Department may propose a fund transfer from Corporation Counsel General fund to provide additional expenditure authority.

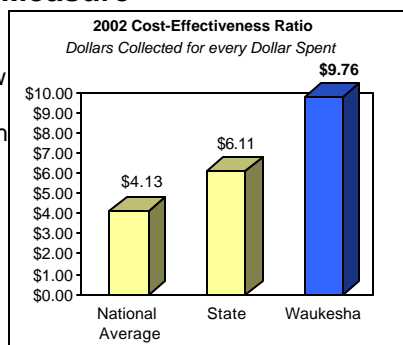
(b) Other revenue includes Child Support fund balance budget appropriations of \$68,379 in 2002, \$90,000 in 2003 and \$65,000 in 2004.

(c) The increase in FTE for the 2004 Budget includes a transfer of 0.05 FTE of a Principal Assistant Corporation Counsel from Corporation Counsel - General.

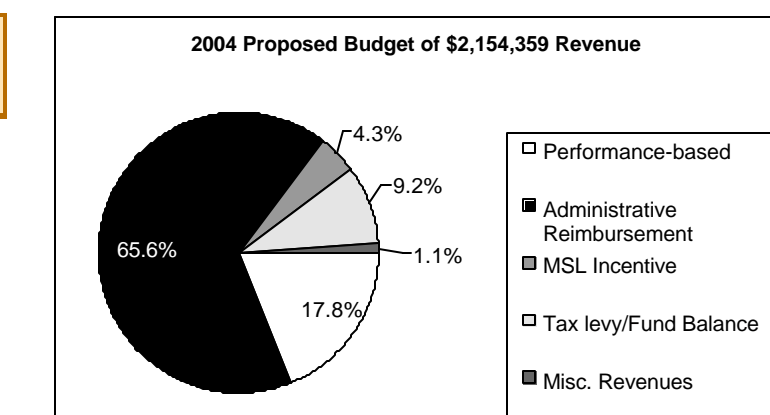
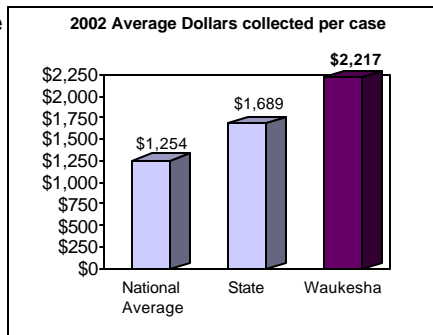
(d) The tax levy budgeted for 2002 was \$36,439. The amount shown represents actual expenditures less revenues.

Performance Measure

The Cost-Effectiveness graph displays how Waukesha County compares with both the national average and the state amount of dollars collected per dollars spent.



Also comparable are dollars collected per case. This chart also compares the national average, Wisconsin and Waukesha County.



This chart represents the Child Support Division's various revenue funding components. The performance-based (\$406,000), administrative reimbursement (\$1,426,960) and the Medical Support Liability (MSL) incentive (\$93,000) are funded by the state. Miscellaneous revenues are made up of blood test fees, client fees, copy fees and vital statistics fees. The tax levy/fund balance component consists of tax levy (\$133,052) and fund balance (\$65,000).

Departmental Objectives

1. To continue to maximize earnings of performance funds under the annual contract with the State as measured by the level of paternity establishment, current collections, court orders established and arrears collection. (Ongoing)
2. Plan the development of the Child Support Division's portion of the Waukesha County web site on the Internet in order to increase the resources and general information available to parents regarding the child support program. The site may contain forms that could be printed and linked to other related external sites, such as legal authorities. (2nd Qtr, 2004)
3. To provide training to employees by pooling resources from adjacent counties in light of the decreased training budget and opportunities from the state. Special emphasis will be given to effective utilization of administrative enforcement mechanisms. (Ongoing)

Major Departmental Strategic Achievements from 07/01/02 to 06/30/03

1. Completed the Percentage Expressed Order conversion project, which converted the terms of court-ordered child support obligations from a percentage of gross income to a fixed dollar amount. Waukesha County converted 2,532 cases or 99.20% of its caseload by the federal due date of September 30, 2002. This enables the state to compete on more federal performance measures for additional funding.
2. Earned 98.75% (or \$341,747) of the performance-based funds including establishment of paternity, the establishment of child support court orders and the collection of child support arrearages.
3. Earned 98% (or \$97,791) of the Medical Support Liability Incentive for Federal Fiscal Year 2002, which exceeded our budgeted projection.

Legal and Administrative Services

Program Description

Legal and administrative services for all aspects of the Child Support Program, including the services of Corporation Counsel attorneys, legal secretaries and clerical support.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	8.70	8.89	8.61	8.65	(0.24)
Personnel Costs	\$544,179	\$563,460	\$617,923	\$595,063	\$31,603
Operating Expenses	\$50,051	\$52,714	\$53,578	\$56,965	\$4,251
Interdept. Charges	\$48,189	\$57,328	\$55,357	\$61,648	\$4,320
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$642,419	\$673,502	\$726,858	\$713,676	\$40,174
General Government	\$428,692	\$441,702	\$477,738	\$475,088	\$33,386
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$767	\$767	\$767	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue (a)	\$18,613	\$25,290	\$25,290	\$18,343	(\$6,947)
Total Revenues	\$447,305	\$467,759	\$503,795	\$494,198	\$26,439
Tax Levy	\$195,114	\$205,743	\$223,063	\$219,478	\$13,735

(a) Fund balance appropriation. The difference between budget years in Other Revenue is the planned reduction of the usage of Child Support Division fund balance.

**Program Highlights**

The department is eliminating the use of Temporary extra help for a law intern (research legal issues). This reduces costs \$7,100 or 0.29FTE. Positions are increased 0.05 FTE by allocating more Principal Assistant (attorney) time from Corp. Cnsl-General to this program to reflect actual work activity with an associated program cost increase of \$6,300. The operating expenses increase slightly by \$4,300 mostly due to an increase in the need and expense in Paralegal/Legal services of \$3,000.

The Child support division is charged a cross charge from the Corporation Counsel-General fund for shared expenses, which amounts to a charge of \$11,400, a \$2,500 increase over 2003.

Higher total expenditures in this program result in the increase of administrative reimbursement portion at 66% of expenditures in general government revenue of \$33,400. The difference between budget years in Other Revenue of \$6,900 is the planned reduction of the usage of Child Support Division fund balance.

Case Management

Program Description

Investigates cases, locates parents, establishes paternity, establishes court-ordered obligations for child support and health insurance, modifies obligations as required by law and enforces obligations through a variety of administrative and judicial techniques for Wisconsin and interstate cases.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	15.09	14.43	14.73	14.95	0.52
Personnel Costs	\$714,129	\$744,132	\$719,691	\$792,689	\$48,557
Operating Expenses	\$126,130	\$103,777	\$103,286	\$124,545	\$20,768
Interdept. Charges	\$63,745	\$78,205	\$75,178	\$81,226	\$3,021
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$904,004	\$926,114	\$898,155	\$998,460	\$72,346
General Government	\$1,097,671	\$1,079,507	\$1,064,571	\$1,158,131	\$78,624
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$32,438	\$27,540	\$30,000	\$28,500	\$960
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue (a)	\$30,734	\$41,180	\$41,230	\$29,692	(\$11,488)
Total Revenues:	\$1,160,843	\$1,148,227	\$1,135,801	\$1,216,323	\$68,096
Tax Levy	(\$256,839)	(\$222,113)	(\$237,646)	(\$217,863)	\$4,250

(a) Fund balance appropriation. The difference between budget years in Other Revenue is the planned reduction of the usage of Child Support Division fund balance.



Program Highlights

An increase of 0.50 FTE at a cost of \$19,400 is for the addition of Temporary Extra Help to assist Child Support Specialists with case specific issues. The remaining Personnel costs increase is based on wage and benefit cost to continue.

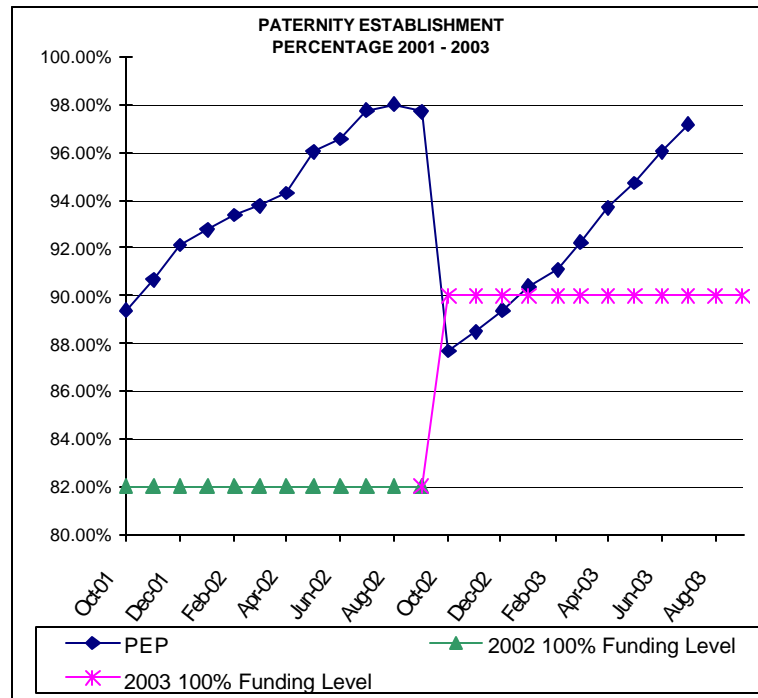
Operating Expenses increase \$20,800 mostly due to an increase in caseload and expense / fees for the service of process of \$11,500, a need for outside state training of \$2,100 and third party temporary help of \$3,800. Interdepartmental costs only slightly increase in this program. The Child Support Division is continuing to fund the End user Technology Fund (EUTF) at 100% with a budgeted cost of \$41,800 in this program.

Higher expenses in this program result in the increase in the administrative reimbursement portion at 66% of expenditures in general government revenue of \$51,100. Revenue increases from an overall performance measure allocation by \$50,100, as the state is now eligible for additional revenue from an additional performance measure (see following pages for more information). Offsetting these increases is a slight decrease in Medical Support Liability incentive and decrease in basic program revenue of \$20,500 due to a change with the vendor providing the service. Slight increases in the charges for service are due to higher anticipated revenues collected for the recovery of blood test costs and service of process costs. The difference between budget years in Other Revenue of \$11,500 is the planned reduction of the usage of Child Support Division fund balance.



Performance Measure: The State annual contract awards certain funds to counties on a performance basis. An additional performance measure is being added to the 2004 budget for a total of four performance measurements in total calculated based upon the Federal Fiscal Year.

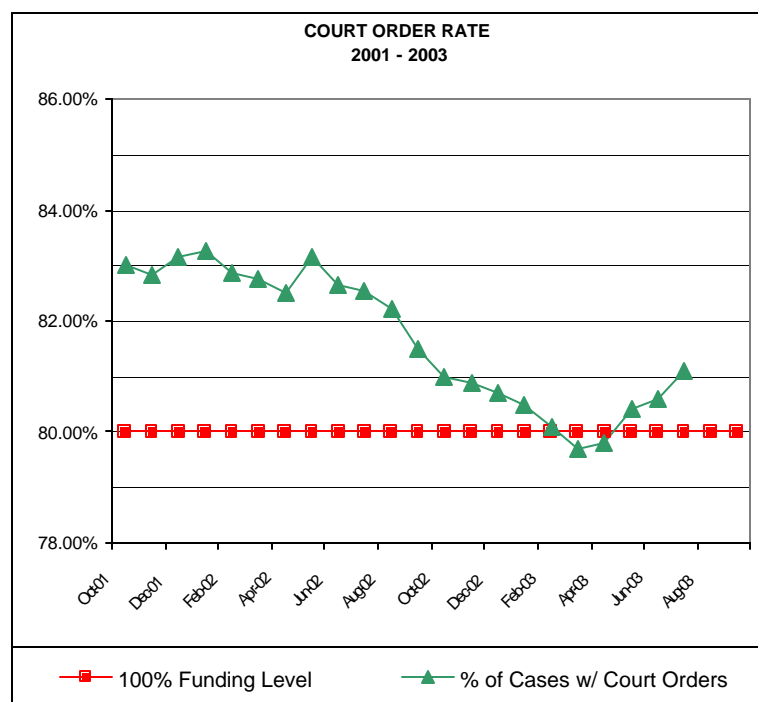
Performance Measure 1: Paternity Establishment (PEP). This measure directly compares the total number of non-marital children where paternity has been established to the total number of non-marital children in the county. In 2002, Waukesha County earned 100% of the total performance revenues possible. Waukesha County is expected to achieve 100% of the 2003 allocated performance dollars for this measure as well. In 2004 this measure is weighted at 40% of the total performance allocation to Waukesha County, thereby accounting for \$162,400. To obtain the 100% of funding in 2004 that is budgeted, the Child Support Division would need to either increase its paternity establishment rate by 1% point or achieve a rate of 90%.



Note: PEP as of Oct-02 utilizes new State measurement criteria to more closely resemble the federal paternity rate.

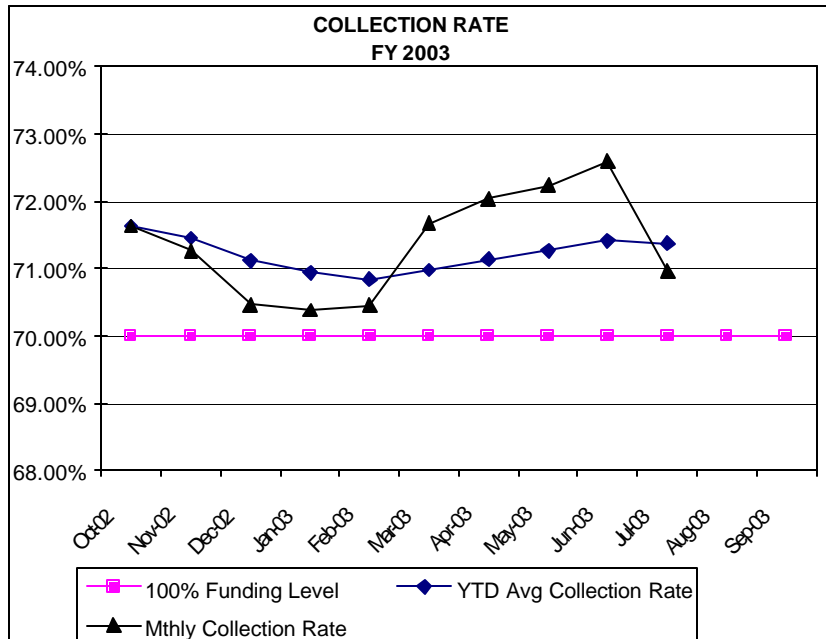


Performance Measure 2: Court Order Rate. The Court Order Rate compares the number of cases with support orders to the total number of cases. The performance goal is at a rate of 80% or higher. Waukesha County earned 100% of the revenues allocated to this measure in 2002 and is expected to earn all of the 2003 performance allocation. For 2004, the court order rate receives 25% or \$101,500 of the total performance allocation. To collect 100% of the performance money budgeted in 2004, Waukesha County would either have to obtain a court order rate of 80% or increase its rate by 1.5% points.





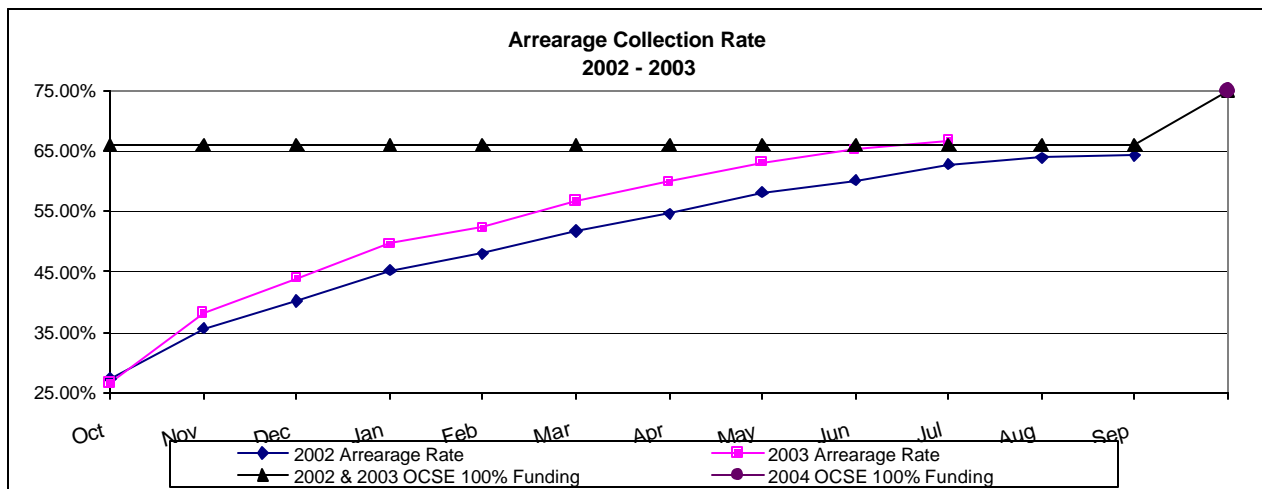
Performance Measure 3: Current Collection Rate. This had previously been a performance measure in 1999 – 2001 but was taken out as a performance measure in 2002. Due to the importance of this function, the state has reintroduced this as part of the performance funding in federal fiscal year 2003. The current collection rate equation evaluates the number of dollars collected for current support versus the total dollars owed for current support. The calculation of this performance measure for 2004 is different from previous years. The new method of calculation will mirror the federal calculation for better comparison purposes and is possible due to the successful completion of the Percentage Expressed Order (PEO) conversion project. A twelve-month average in 2004 will be compared to a baseline average established in federal fiscal year 2003. In 2004, Waukesha County need only improve the baseline average by 0.25% or accomplish a 75% collection rate to receive 100% of the performance funding allocation. For 2004, Waukesha County is projecting to earn 100% of this performance measure for an allocation of \$101,500, which is 25% of the total performance allocation.



In 2004, Waukesha County need only improve the baseline average by 0.25% or accomplish a 75% collection rate to receive 100% of the performance funding allocation. For 2004, Waukesha County is projecting to earn 100% of this performance measure for an allocation of \$101,500, which is 25% of the total performance allocation.



Performance Measure 4: Arrears Collection. This performance measure was originally introduced in 2002, was removed from the 2003 budget and now is again in place for the 2004 budget, mostly due to the successful achievement of the PEO project. The Arrears Collection Rate measures the percentage of cases receiving a collection on past due support each year. At the beginning of each federal fiscal year, the rate is started at the October level of arrears collection. The rate is then accumulated throughout the federal fiscal year. The 2003 Arrearage Rate is displayed for comparison purposes only and was not a funding mechanism for the 2003 budget. In 2002, Waukesha County did not receive 100% of this performance measure, but still collected \$90,992 in performance dollars. For 2004 to receive the 100% funding budgeted, Waukesha County needs to increase its rate by 0.5% points or obtain a 75% arrearage rate.



Financial Services

Program Description

Provides financial services related to payment processing, such as performing court order entry, generating wage assignments, conducting audits, updating demographics, making adjustments, researching suspended payments, resolving issues with the Wisconsin Support Collections Trust Fund, and answering customer service inquiries.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	9.24	8.05	7.38	8.56	0.51
Personnel Costs	\$341,624	\$348,786	\$335,620	\$383,568	\$34,782
Operating Expenses	\$6,472	\$9,895	\$8,992	\$13,390	\$3,495
Interdept. Charges	\$39,923	\$44,500	\$41,971	\$45,265	\$765
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$388,019	\$403,181	\$386,583	\$442,223	\$39,042
General Government	\$270,334	\$264,714	\$254,088	\$292,741	\$28,027
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$47	\$0	\$1,000	\$1,080	\$1,080
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue (a)	\$19,474	\$23,530	\$23,530	\$16,965	(\$6,565)
Total Revenues:	\$289,855	\$288,244	\$278,618	\$310,786	\$22,542
Tax Levy	\$98,164	\$114,937	\$107,965	\$131,437	\$16,500

(a) Fund balance appropriation. The difference between budget years in Other Revenue is the planned reduction of the usage of Child Support Division fund balance.

**Program Highlights**

Personnel Costs increase in 2004 by \$34,800, mainly from the addition of 0.51 FTE in Extra Help of \$12,300 for clerical duties. This addition is needed to help offset the reduction of 2.00 FTE in concurrent years from this program to continue providing the required financial services functions described above. The other increases in personnel occur from cost to continue full time staff salary and benefit adjustments.

Operating Costs increase slightly from the addition of Third Party Help and the projected use of outside contracted trainers, in conjunction with departmental objectives, due to the state drastically reducing the training available to county workers. Interdepartmental costs slightly decrease in this program. The Child Support Division is continuing to fund the End User Technology Fund (EUTF) at 100% with a budgeted cost of \$23,900 in this program.

Higher total expenditures in this program result in the increase of the administrative reimbursement portion at 66% of expenditures in general government revenue of \$28,000. A new copy revenue charges for services category began in 2003, to increase the 2004 budget revenue by \$1,100 from a \$0.20 charge per page for copies of non-current year account activity statements. The difference between budget years in Other Revenue of \$6,600 is the planned reduction of the usage of Child Support Division fund balance.

Mission

The mission of the Waukesha County Department of Senior Services is to affirm the dignity and value of older people through services, support and opportunities which promote choice, independence and community involvement.

Financial Summary

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
General Fund						
Expenditures	\$1,753,406	\$2,092,661	\$1,996,145	\$2,192,433	\$99,772	4.8%
Revenues	\$850,674	\$902,311	\$898,805	\$974,081	\$71,770	8.0%
Tax Levy (b)	\$902,732	\$1,190,350	\$1,097,340	\$1,218,352	\$28,002	2.4%
Nutrition Fund						
Expenditures	\$991,841	\$1,068,700	\$1,062,724	\$1,146,074	\$77,374	7.2%
Revenues (a)	\$825,035	\$876,888	\$873,240	\$958,068	\$81,180	9.3%
Tax Levy (b)	\$166,806	\$191,812	\$189,484	\$188,006	(\$3,806)	-2.0%
Total All Funds						
Expenditures	\$2,745,247	\$3,161,361	\$3,058,869	\$3,338,507	\$177,146	5.6%
Revenues	\$1,675,709	\$1,779,199	\$1,772,045	\$1,932,149	\$152,950	8.6%
Tax Levy (b)	\$1,069,538	\$1,382,162	\$1,286,824	\$1,406,358	\$24,196	1.8%

(a) Includes Nutrition fund balance appropriations of \$41,000 in the 2003 adopted budget and \$10,150 in the 2004 budget.

(b) Adopted Tax Levy for 2002 was actually \$1,330,418 - General Fund \$1,161,374 and Nutrition Fund \$169,044. Amount shown is actual expenditures minus actual revenues, a total difference of \$260,880 from the 2002 Adopted Tax Levy Budget, a difference of \$258,642 in the General Fund and \$2,238 in the Nutrition Fund.

Position Summary (FTE)

Regular Positions	16.75	16.75	16.75	21.05	4.30
Extra Help	6.24	6.26	6.28	2.38	(3.88)
Overtime	0.26	0.21	0.21	0.22	0.01
Total	23.25	23.22	23.24	23.65	0.43

General Fund**Senior Services****Fund Purpose/
Summary****Fund Purpose**

The Department of Senior Services General Fund operations are responsible for planning, providing, and coordinating programs that address the needs of Waukesha County older adults and their caregivers. These programs provide supportive services and opportunities including adult day centers, case management, chore services, community services, emergency intervention, health cost sharing, homemaker services, information and assistance, legal/benefit assistance, outreach, personal care, respite, specialized transportation, and volunteer services. The General Fund also includes Department activities as the lead-reporting agency for instances of Elder Abuse and Neglect in Waukesha County.

The Department of Senior Services is an entry point for accessing services in the aging network. As a resource center for departments, community agencies, organizations and individuals, the Department encourages collaboration and coordination of resources, activities, and programs serving older people. The General Fund is comprised of three organizational areas: Administration, Information and Assistance, and Program Monitoring and Evaluation.

Financial Summary

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
General Fund						
Personnel Costs	\$675,324	\$742,632	\$738,349	\$785,134	\$42,502	5.7%
Operating Expenses	\$1,020,154	\$1,252,256	\$1,161,408	\$1,297,806	\$45,550	3.6%
Interdept. Charges	\$57,928	\$97,773	\$96,388	\$109,493	\$11,720	12.0%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,753,406	\$2,092,661	\$1,996,145	\$2,192,433	\$99,772	4.8%
General Government	\$830,733	\$888,891	\$884,548	\$960,124	\$71,233	8.0%
Charges for Services	\$10,265	\$5,245	\$5,366	\$5,366	\$121	2.3%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$9,676	\$8,175	\$8,891	\$8,591	\$416	5.1%
Total Revenues	\$850,674	\$902,311	\$898,805	\$974,081	\$71,770	8.0%
Tax Levy	\$902,732	\$1,190,350	\$1,097,340	\$1,218,352	\$28,002	2.4%

Position Summary (FTE)

Regular Positions	12.45	12.45	12.45	12.45	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.25	0.20	0.20	0.21	0.01
Total	12.70	12.65	12.65	12.66	0.01

Departmental Objectives

1. Utilize community presentations, Senior Sources, the Caregiver Resource Library and other information media in order to educate clients, caregivers and the community on issues relating to crisis prevention. (Strategic Plan Goal 3.1) (4th Qtr 2004)
2. Promote crisis prevention and increase program access by providing descriptive information regarding the Caregiver Resource Library on the Department of Senior Service's web site. (Strategic Plan Goal 5.2) (2nd Qtr 2004)
3. Improve customer service by implementing the capability to complete application forms on-line through the Department of Senior Service's web site, including determination of specific program application forms to be included and coordination with the Department of Administration (DOA) Information Systems Division to design and implement the on-line forms. (Strategic Plan goal 5.2) (3rd Qtr 2004)
4. Collaborate with community resources to develop, produce and distribute information accessible to Spanish speaking older adults and their caregivers in order to empower older adults to resolve problems and increase access to information and services that help older adults maintain their independence. (Strategic Plan Goal 1.1) (4th Qtr 2004)

Major Departmental Strategic Achievements from 7/01/02 to 6/30/03

1. During the third quarter of 2002, the Department of Senior Services Benefit Specialist presented 21 SeniorCare information sessions to help older adults apply for prescription drug assistance.
 2. During the third quarter of 2002, provided counseling for crisis prevention and problem resolution to 91 caregivers at a Caregiver Conference coordinated with 12 community organizations.
 3. By fourth quarter of 2002, completed collaboration with 16 community agencies to implement an Interdisciplinary Team (I-Team) for intervention and prevention of Elder Abuse/Neglect.
 4. By fourth quarter 2002, presented 23 community programs that provided crisis prevention information, early intervention options and a discussion of available information resources.
 5. During first half of 2003, the Department of Senior Services, the Department of Health and Human Services (DHHS) and Department of Administration Information Systems Division continued to explore options for a shared automated case management system. The new case management system will supplement the capabilities of the current DHHS PeopleLink system and may eventually replace the Department of Senior Services FACTORS (Family Care Tracking System) software.
 6. During the first half of 2003, distributed 100 Spanish language packets to five area medical clinics on Power of Attorney for Health Care to increase service access for Spanish speaking older adults.
 7. During first half of 2003, collaborated with Donna Lexa Community Art Centers to implement an art therapy respite program that provides early intervention for caregiver grandparents to promote positive family relationships.
-

Information and Assistance

Program Description

Entry point for accessing services for older people, providing relevant information and assistance, and filing reports of elder abuse and neglect.



Performance Measures

Increased community knowledge of prevention methods and program availability.
Dept. Std: 90% of session participants indicate increase.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
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	94.0%	75.0%	90.0%	90.0%	15.0%
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Staffing (FTE)	3.17	3.16	3.16	3.15	(0.01)
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Personnel Costs	\$175,417	\$186,112	\$185,673	\$195,897	\$9,785
Operating Expenses	\$47,870	\$25,242	\$26,647	\$26,996	\$1,754
Interdept. Charges	\$14,715	\$35,314	\$37,965	\$46,023	\$10,709
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$238,002	\$246,668	\$250,285	\$268,916	\$22,248
General Government	\$80,865	\$66,236	\$72,272	\$98,897	\$32,661
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$80,865	\$66,236	\$72,272	\$98,897	\$32,661
Tax Levy	\$157,137	\$180,432	\$178,013	\$170,019	(\$10,413)

Program Highlights

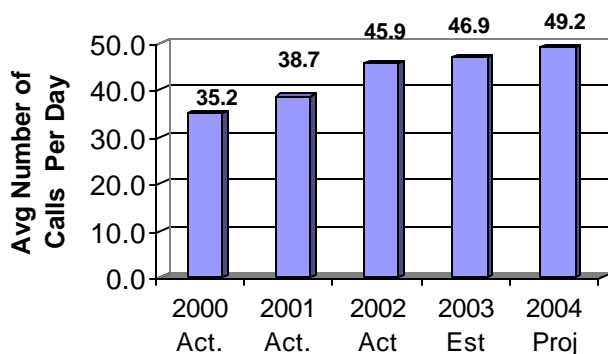
Additional personnel costs are due to scheduled step/merit increases and cost of benefits. Operating expenses are higher primarily due to purchase of additional items for the Title III E Caregiver Resource Library. Copying and postage costs associated with the Title III E Caregiver Support program increase interdepartmental charges.

The amount of General Government revenue available to partially offset program costs in 2004 results from additional allocated Older Americans Act Title IIIB Supportive Services funding of \$14,741 to \$53,099 and Title III E Caregiver Support funding of \$17,920 to \$45,798.

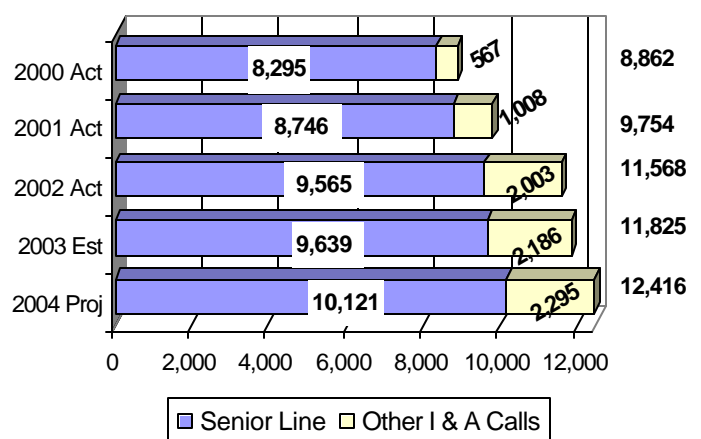
Activity

The total number of incoming Information and Assistance telephone calls continues to increase due to growth in the older adult population and increased caregiver and consumer awareness.

Average Daily Information and Assistance Telephone Calls



Annual Information & Assistance Telephone Calls



Case Management

Program Description

Needs assessment and case management are provided through a combination of telephone assistance and home visits.



Performance Measures

Individual Care Plans result in stabilization and enhanced independence.

Dept. Std: 75% of cases stabilized within 6 months.

The department strives to stabilize all cases continuing beyond 6 months.

2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
74.6%	75.0%	75.0%	75.0%	0.0%

Staffing (FTE)

1.74	1.71	1.71	1.73	0.02
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Personnel Costs	\$97,125	\$111,827	\$112,636	\$120,494	\$8,667
Operating Expenses	\$2,136	\$5,176	\$3,846	\$18,470	\$13,294
Interdept. Charges	\$7,440	\$11,246	\$11,120	\$11,492	\$246
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$106,701	\$128,249	\$127,602	\$150,456	\$22,207
General Government	\$26,050	\$29,175	\$28,126	\$31,813	\$2,638
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$26,050	\$29,175	\$28,126	\$31,813	\$2,638
Tax Levy	\$80,651	\$99,074	\$99,476	\$118,643	\$19,569



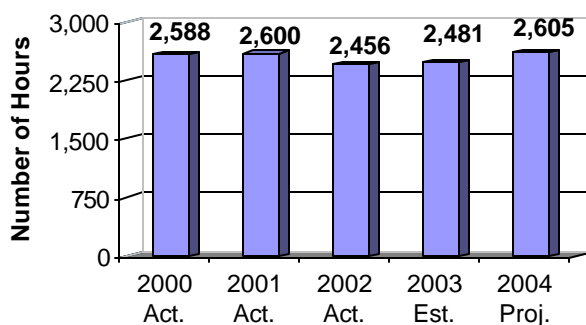
Program Highlights

Additional personnel costs are due to scheduled step/merit increases and cost of benefits and a slight increase in overtime of \$1,866. Operating expenses increase primarily due to annual subscription fee for SAMS (Social Assistance Management Software) case management software. Increases in General Government revenue are a result of increases in allocating Older Americans Act Title IIIB Supportive Services and Title IIIE Caregiver Support funding to this program area to partially offset program cost increases.



Activity

Case Management Units of Service



With the number of caregivers and frail elderly steadily increasing, 2004 case management services are projected to increase by 5% above 2003 estimated levels. To comply with funding source definitions, in 2002 and 2003, the Department began designating less complex information and referral requests as Assistance rather than Case Management, resulting in a slight drop in case management units of service in 2002 and 2003 (versus 2000 and 2001 actual).

Benefit Specialist

Program Description

Provides assistance to older adults in areas related to income maintenance, housing, surrogate decision making, consumer/finance issues, elder rights, legal and benefit problems, health care financing and reverse mortgage counseling.



Performance Measures

Improve financial security of clients by increasing number of clients receiving benefits.

Dept. Std: 5.0% increase from previous year.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
	109 5.8%	116 5.5%	116 6.4%	122 5.2%	6 -0.3%

Staffing (FTE)

1.29	1.28	1.28	1.28	0.00
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Personnel Costs	\$71,234	\$78,325	\$78,434	\$83,947	\$5,622
Operating Expenses	\$2,266	\$2,700	\$1,700	\$2,270	(\$430)
Interdept. Charges	\$4,840	\$7,103	\$7,366	\$6,806	(\$297)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$78,340	\$88,128	\$87,500	\$93,023	\$4,895
General Government	\$50,745	\$50,745	\$50,745	\$50,745	\$0
Other Revenue	\$230	\$500	\$220	\$250	(\$250)
Total Revenues:	\$50,975	\$51,245	\$50,965	\$50,995	(\$250)
Tax Levy	\$27,365	\$36,883	\$36,535	\$42,028	\$5,145



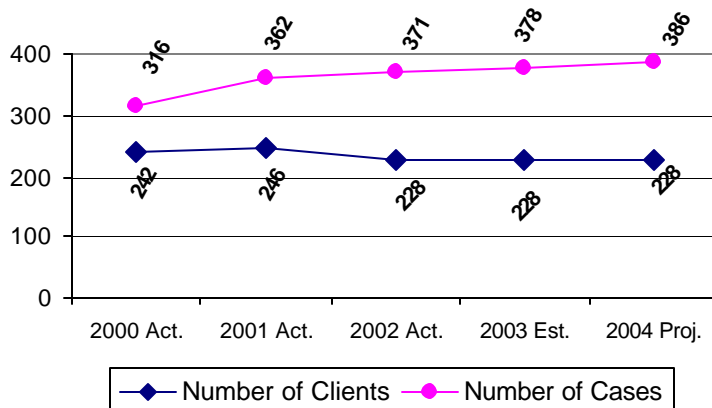
Program Highlights

The Department continues to provide benefit specialist services and assistance for the County's older adult population with one benefit specialist staff. Except for emergency crisis situations, the wait time for services is normally 3 – 4 weeks. Additional personnel costs are due to scheduled step/merit increases and cost of benefits.



Activity

Benefit Specialist Clients and Cases



Approximately 35% of clients using benefit specialist services have more than one open case during a year. The Benefit Specialist has an average of 100 – 120 open cases at any one time. Each case varies in complexity and time. With no change in staffing levels, the number of clients served is expected to remain unchanged. The increase in number of cases per client is expected to continue.

Community Services

Program Description

Services include a wide range of short-term and long-term community and intervention programs for older people and their families. Coordinates volunteer programs that provide opportunities for older adults to serve the community.



Performance Measures

Overall incidence of needs met

2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
95.7%	90.0%	95.2%	95.0%	5.0%

Dept. Std: 95% positive response to Customer Survey regarding needs met and usefulness.

Staffing (FTE)	2.25	2.25	2.25	2.25	0.00
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Personnel Costs	\$98,332	\$110,420	\$109,809	\$116,289	\$5,869
Operating Expenses	\$224,583	\$287,780	\$271,816	\$310,556	\$22,776
Interdept. Charges	\$11,108	\$14,192	\$12,722	\$14,449	\$257
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$334,023	\$412,392	\$394,347	\$441,294	\$28,902
General Government	\$214,715	\$268,976	\$265,992	\$304,385	\$35,409
Charges for Services	\$9,967	\$5,245	\$5,366	\$5,366	\$121
Other Revenue	\$9,446	\$7,650	\$8,622	\$8,316	\$666
Total Revenues:	\$234,128	\$281,871	\$279,980	\$318,067	\$36,196
Tax Levy	\$99,895	\$130,521	\$114,367	\$123,227	(\$7,294)



Program Highlights

Additional personnel costs are due to scheduled step/merit increases and cost of benefits. Higher operating expenses are due primarily to increases in Older Americans Act and Elder Abuse/Neglect Prevention programs including \$21,158 for respite care related activities, \$2,500 for supportive home care and \$3,000 for caregiver counseling. Operating expenses also include an increase of \$1,183 for mileage reimbursement costs and \$2,000 for contracted chore services. Health care programs were reduced by \$7,011 based primarily on prior year's actual spending and use of the Elder Abuse/Neglect dental program (funds were reallocated to respite care related activities). Increases in General Government revenue result from additional allocated Elder Abuse/Neglect Prevention funding of \$992 to \$75,537 and Older Americans Act funding increases in Title IIIB Supportive Services of \$20,142 to \$150,139, Title IIID Disease Prevention and Health Promotion of \$2,976 to \$11,939, and Title IIIE Caregiver Support of \$11,299 to \$56,260.



Activity

People Served Through Purchased Community Services				
2000 Act	2001 Act	2002 Act	2003 Bud	2004 Proj
506	537	732	620	692

Increases in Older Americans Act funding totalling \$34,417 will allow service to 72 additional elderly people in 2004, an increase of 11.6% from 2003.

The number of volunteers is expected to remain approximately the same, with a slight increase in hours served. The value of hours is based on Waukesha County pay ranges for unclassified positions at \$6.98/hr in 2004 and semi-skilled positions at \$9.07/hr in 2004.

Opportunities to Serve the Community Through Volunteering						
	2000 Act	2001 Act	2002 Act	2003 Bud	2003 Est	2004 Proj
# Volunteers	970	1,175	1,310	1,175	1,310	1,310
Volunteer Hours	35,742	36,945	39,438	38,843	39,438	39,438
Value of Hours	\$206,433	\$237,859	\$261,611	\$265,271	\$269,337	\$276,060

Transportation Services

Program Description

Contracts for accessible specialized transportation services for older people and individuals with disabilities.



Performance Measures

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Average cost per one-way trip, shared fare taxi program (one-way trip cost).	\$3.42	\$3.68	\$3.78	\$4.05	\$0.37
Net average cost per one-way trip (after client fees applied), RideLine program (one-way trip cost).	\$19.58	\$21.33	\$21.24	\$22.50	\$1.17
Maintain health by providing transportation for medical and nutrition purposes. Dept. Std: At least 85% of RideLine one-way trips will be for medical or nutrition purposes.	82.0%	80.0%	85.0%	85.0%	5.0%

Staffing (FTE)	1.30	1.30	1.30	1.30	0.00
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Personnel Costs	\$70,467	\$78,989	\$77,134	\$82,362	\$3,373
Operating Expenses	\$701,095	\$869,306	\$801,417	\$875,728	\$6,422
Interdept. Charges	\$6,985	\$12,639	\$10,903	\$12,502	(\$137)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$778,547	\$960,934	\$889,454	\$970,592	\$9,658
General Government	\$458,358	\$473,759	\$467,413	\$467,413	(\$6,346)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$458,358	\$473,759	\$467,413	\$467,413	(\$6,346)
Tax Levy	\$320,189	\$487,175	\$422,041	\$503,179	\$16,004



Program Highlights

Additional personnel costs are due to scheduled step/merit increases and cost of benefits.

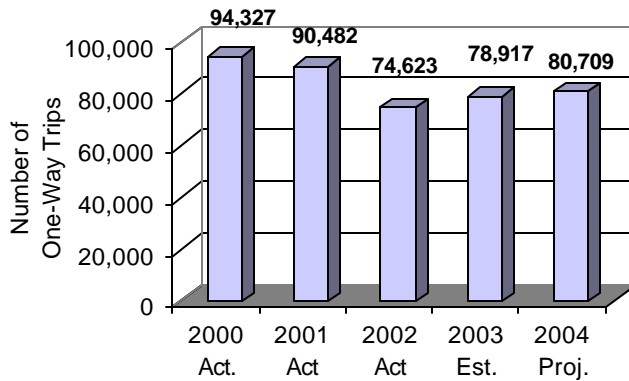
The total number of specialized transportation one-way trips is estimated to decrease by 938 one-way trips or 1.2% from the 2003 budgeted level, but will increase by 1,792 one-way trips or 2.3% from the 2003 estimate level. Increases of 4% in the gross unit rates for both RideLine contract and Shared-Fare Taxi costs are the primary reasons for higher operating expenses.

A slight decrease in the State of Wisconsin Department of Transportation (WIDOT) grant results in reduced General Government revenue. The WIDOT grant requires a 20% local match or tax levy funding of \$93,483.

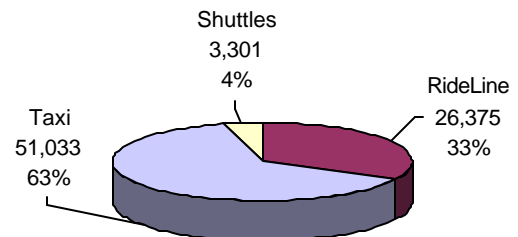


Activity

**Specialized Transportation
Total One-Way Trips**



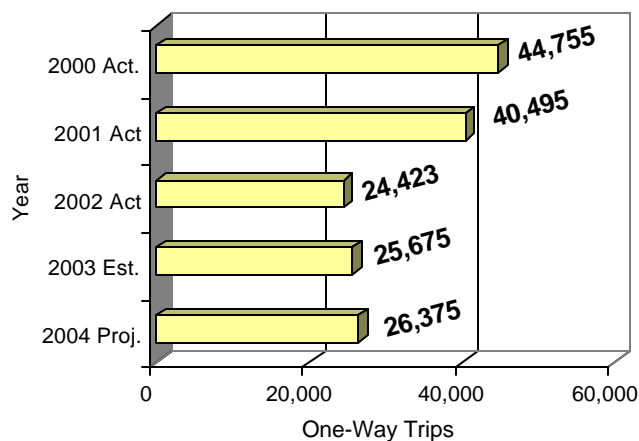
**Specialized Transportation
Year 2004 Projected One-Way Trips**



Total One-Way Trips 80,709

Total one-way trips reflect a reduction beginning in 2002 due to Department of Health and Human Services RideLine transportation being budgeted directly by that department. An increase of 1,792 one-way trips or 2.3% from 2003 estimate is projected for 2004. The majority of specialized transportation trips, 63%, are made in the Shared-Fare Taxi program.

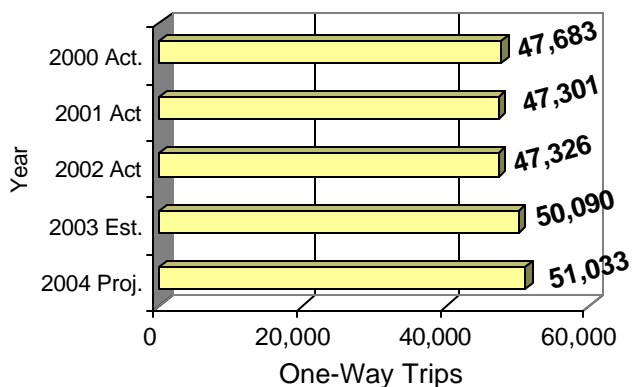
RideLine One-Way Trips



Beginning in 2002, Waukesha County Department of Health and Human Services (DHHS) began to directly purchase this service. Therefore, DHHS data is no longer included in one-way trips provided after 2001. This is main reason for the reduction in one-way trips from 2001 actual to 2002 actual.

An additional 700 one-way trips or 2.7% increase in 2004 from the 2003 estimate is projected for RideLine. Majority of projected increase in one-way trips is for medical, nutrition and employment related purposes.

Shared-Fare Taxi One-Way Trips



An additional 943 one-way trips or 1.9% increase from 2003 estimate is projected for the Shared-Fare Taxi program due to increased taxi utilization outside the City of Waukesha service area.

Adult Day Care

Program Description

Partially subsidizes services provided by contracted adult day centers. Coordinates with Adult Day Center Network to address service delivery needs, including needs related to Alzheimer's Disease, dementia and other chronic disorders.



Performance Measures

Average net cost per day of care for clients subsidized by the Department of Senior Services.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
	\$23.73	\$25.70	\$28.69	\$28.82	\$3.12

Staffing (FTE)

0.30	0.30	0.30	0.30	0.00
------	------	------	------	------

Personnel Costs	\$20,646	\$21,962	\$21,941	\$23,157	\$1,195
Operating Expenses	\$34,963	\$53,648	\$46,716	\$53,648	\$0
Interdept. Charges	\$317	\$207	\$207	\$199	(\$8)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$55,926	\$75,817	\$68,864	\$77,004	\$1,187
Charges for Services	\$298	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$298	\$0	\$0	\$0	\$0
Tax Levy	\$55,628	\$75,817	\$68,864	\$77,004	\$1,187



Program Highlights

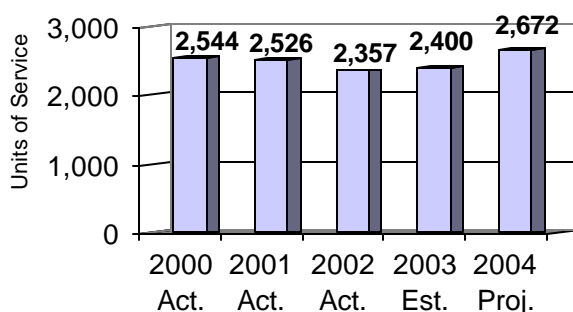
Additional personnel costs are due to scheduled step/merit increases and cost of benefits.

Adult Day Care is subsidized based on a participant's ability to pay. With more individuals projected to need a higher subsidy coupled with increases in contract rates following a new Request for Proposal the net cost per day of care for subsidized clients is projected to increase by \$3.12 or 12.1%.



Activity

Adult Day Centers
Units of Subsidized Service



An additional 272 days of adult day care, an increase of 11.3% from the 2003 estimate, will raise the number of people served from 35 in the 2003 estimate to 39 projected for 2004. On average, 1.3 days of care per week per client are subsidized through the program.

Administrative Services

Program Description

The Administrative Services program is responsible for coordinating and providing efficient administrative/ clerical support.

**Performance Measures**

Administration Expenditures
as % of total Department
Expenditures

2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
5.9%	5.7%	5.8%	5.7%	0.0%

Staffing (FTE)

2.65	2.65	2.65	2.65	0.00
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Personnel Costs	\$142,103	\$154,997	\$152,722	\$162,988	\$7,991
Operating Expenses	\$7,241	\$8,404	\$9,266	\$10,138	\$1,734
Interdept. Charges	\$12,523	\$17,072	\$16,105	\$18,022	\$950
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$161,867	\$180,473	\$178,093	\$191,148	\$10,675
General Government	\$0	\$0	\$0	\$6,871	\$6,871
Other Revenue	\$0	\$25	\$49	\$25	\$0
Total Revenues:	\$0	\$25	\$49	\$6,896	\$6,871
Tax Levy	\$161,867	\$180,448	\$178,044	\$184,252	\$3,804

**Program Highlights**

Administrative staffing levels remain unchanged from the 2003 budget. Additional personnel costs are due to scheduled step/merit increases and cost increases of benefits. Funding for a replacement fax machine and ergonomic chair, as well as projected increases in supplies and equipment maintenance agreements account for higher operating expenses in 2004.

Older Americans Act Title IIIB Supportive Services funding, which includes an increase of \$6,871 from \$0.00 in previous years, comprises General Government revenue in 2004 and is allocated to cover associated personnel costs.

Fund Purpose

The Department of Senior Services' Elderly Nutrition Programs, Congregate and Home Delivered Meals, function under the provisions of the Title IIIC-1 and C-2 Older Americans Act, as amended. The programs provide low cost nutritious meals meeting one third of the recommended dietary allowance to persons age 60 or older with emphasis placed on outreaching the targeted frail, isolated, homebound and disadvantaged older population.

As mandated, the Congregate and Home Delivered Meals Programs coordinate a wide range of services for older people including nutrition education, information, referral, and case management and support with the formal and informal support systems of the older population. The nutrition programs contribute significantly to helping older people remain healthy, active and independent in their homes and communities.

Financial Summary

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
Nutrition Fund						
Personnel Costs	\$383,888	\$406,307	\$405,210	\$452,120	45,813	11.3%
Operating Expenses	\$575,512	\$620,207	\$616,620	\$652,472	32,265	5.2%
Interdept. Charges	\$32,441	\$42,186	\$40,894	\$41,482	(704)	-1.7%
Fixed Assets	\$0	\$0	\$0	\$0	0	N/A
Total Expenditures	\$991,841	\$1,068,700	\$1,062,724	\$1,146,074	77,374	7.2%
General Government	\$500,457	\$492,106	\$494,724	\$601,354	109,248	22.2%
Interdepartmental	\$30,417	\$41,338	\$36,262	\$41,338	0	0.0%
Other Revenue (a)	\$294,161	\$343,444	\$342,254	\$315,376	(28,068)	-8.2%
Total Revenues	\$825,035	\$876,888	\$873,240	\$958,068	81,180	9.3%
Tax Levy (b)	\$166,806	\$191,812	\$189,484	\$188,006	(3,806)	-2.0%

Position Summary (FTE)

Regular Positions	4.30	4.30	4.30	8.60	4.30
Extra Help	6.24	6.26	6.28	2.38	(3.88)
Overtime	0.01	0.01	0.01	0.01	0.00
Total	10.55	10.57	10.59	10.99	0.42

(a) Includes fund balance appropriation of \$41,000 in 2003 adopted budget and \$10,150 in 2004 budget.

(b) Adopted Tax Levy for 2002 was actually \$169,044. Amount shown is actual expenditures minus actual revenues, a difference of \$2,238 from the 2002 Adopted Tax Levy amount.

Departmental Objectives

1. Through provision of nutritious meals and nutrition education, reduce by 20% the average nutrition risk score of home delivered meal participants who had been assessed to be at high risk in 2003. (Strategic Plan Goal 3.2) (4th Qtr 2004)
2. Expand informational opportunities and enhance wellness through a "Lunch and Learn" program at two Senior Dining Centers. (Strategic Plan Goal 1.2) (4th Qtr 2004)
3. Increase volunteerism and community collaboration through the "Adopt-a-Route" program at selected meal sites for the Home Delivered Meals program. (Strategic Plan Goals 4.1 and 1.3) (4th Qtr 2004)

Major Departmental Strategic Achievements from 7/01/02 to 6/30/03

1. By fourth quarter of 2002, the average nutrition risk score of home delivered meal recipients who had been at high risk in 2001 had been reduced by 26.1% from an average score of 13.53 to an average score of 10.00. Risk will continue to be reassessed annually.
 2. During fourth quarter of 2002, received grant award from the Oconomowoc Area Foundation Scherffius Fund for chairs for the Oconomowoc Senior Dining Center.
 3. During first half of 2003, celebrated the twenty-fifth anniversary of the Senior Dining program in Waukesha County with special meals and events at the dining centers. 1,090 older adults participated in the celebrations at the dining centers.
 4. During first half of 2003, reviewed availability of community meal options with the Nutrition Coalition. Information will be distributed during the second half of 2003.
 5. During second quarter of 2003, participated in planning and presenting the "Heart Health" kickoff for Waukesha County in collaboration with the Waukesha County Health Council.
 6. During second quarter of 2003, distributed 53 "Reach" food boxes to older adults in four subsidized apartment buildings. Food boxes were provided to Waukesha County through Second Harvest of Milwaukee as a result of the State of Wisconsin vitamin settlement award.
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Home-Delivered Meals

Program Description

Provides meals to frail and homebound people age 60 or older who are unable to prepare their own meals. Further nutritional support is provided to high-risk recipients through nutrition education, including home visits and individualized nutritional counseling.



Performance Measures

Reduced nutrition risk scores for high risk HDM participants. Dept. Std: 20% (10% prior to 2003) reduction from average score of previous year's high risk participants.

Increased ability to live independently. Dept. Std: 75% positive response to Customer Survey.

Gross Cost Per Meal

Avg. client donation per meal

Net cost per meal

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Average Score = 10.0	Average Score = 10.9	Average score = 10.8	Average score = 10.8		
26.1% reduction	20.0% reduction	20.0% reduction	20.0% reduction		0.0%
83.7%	75.0%	73.8%	75.0%		0.0%
\$6.67	\$6.71	\$6.82	\$7.16		\$0.45
\$2.00	\$1.94	\$1.95	\$1.95		\$0.01
\$4.67	\$4.77	\$4.87	\$5.21		\$0.44
Staffing (FTE)	5.53	5.54	5.55	5.75	0.21

Personnel Costs	\$203,377	\$215,833	\$215,266	\$239,431	\$23,598
Operating Expenses	\$349,364	\$368,360	\$362,789	\$384,413	\$16,053
Interdept. Charges	\$14,691	\$17,765	\$16,669	\$17,926	\$161
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$567,432	\$601,958	\$594,724	\$641,770	\$39,812
General Government	\$197,654	\$182,271	\$185,369	\$232,886	\$50,615
Interdepartmental	\$30,417	\$41,338	\$36,262	\$41,338	\$0
Other Revenue (a)	\$173,517	\$186,537	\$182,205	\$179,540	(\$6,997)
Total Revenues	\$401,588	\$410,146	\$403,836	\$453,764	\$43,618
Tax Levy (b)	\$165,844	\$191,812	\$190,888	\$188,006	(\$3,806)

(a) Includes fund balance appropriation of \$8,438 in 2003 adopted budget and \$1,125 in 2004 budget.

(b) Adopted Tax Levy for 2002 was \$169,044. Amount shown is actual expenditures minus actual revenues, a difference of \$3,200.



Program Highlights

The conversion of seven site manager positions from seasonal to regular part time classification beginning in 2004 is reflected in the increased personnel costs. Increases in employee benefit costs and scheduled merit/step advances also contribute to additional costs.

An increase of \$1,723 in volunteer mileage reimbursement for delivery of meals plus projected increases in food costs of \$14,166 which is based on a 3% food vendor cost increase, account for the majority of the \$16,053 increase in operating expenses.

General Government revenues increase due to additional allocated Federal Older Americans Act Title IIIC-2 Home Delivered Meal funding which increases \$35,500 from \$124,564 in the 2003 adopted budget to \$160,064 in the 2004 budget, and allocation of the Federal Older Americans Act Title IIIC-1 Congregate funding provided to the Home Delivered Meals program which increases \$15,115 from \$0.00 in the 2003 adopted budget.



Activity

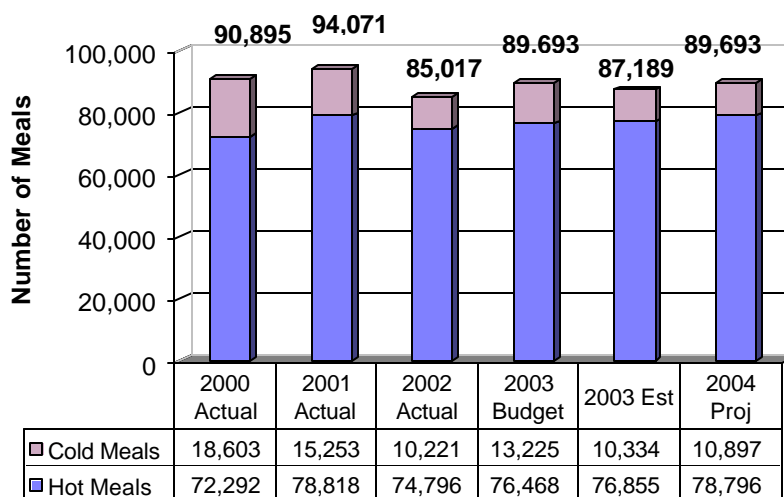
The Administration on Aging established core nutrition risk definitions that are incorporated into the Nutrition Check Plus screening tool to determine nutrition problems that could interfere with future health and independence. A Department strategic objective addresses the need to reduce high risk scores. Risk is assessed annually or more frequently if warranted.

NUTRITION CHECK PLUS

<u>Risk</u>	<u>Score</u>
Low	0 – 4
Moderate	5 – 9
High	10 or more

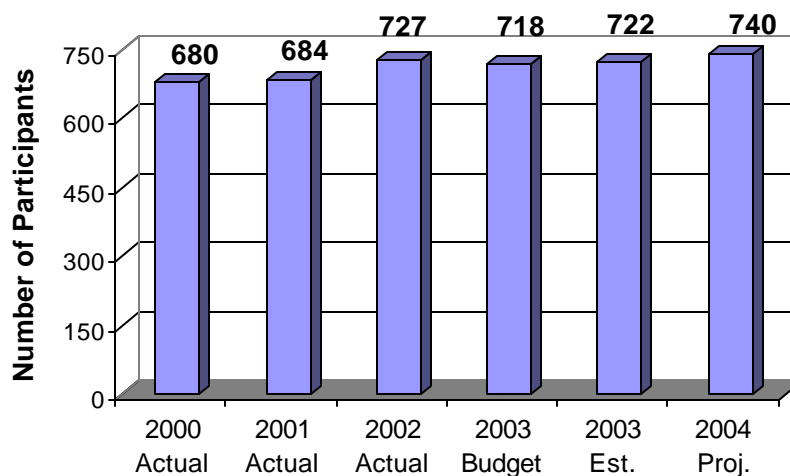
Although the total 2004 home delivered meals are expected to remain at the 2003 budgeted level, hot meals will increase by 2,328.

Total Home Delivered Meals Served



Number of Registered Home Delivered Meal Program Participants

Based on additional availability of hot meals in 2004, the number of registered participants is expected to increase by 3.1% from the 2003 budgeted level.



Congregate Nutrition

Program Description

Provides a noon meal with socialization, education and information sessions at neighborhood senior dining centers for individuals eligible under the Older Americans Act and the Wisconsin Elderly Nutrition Program.



Performance Measures

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Gross Cost per meal	\$6.93	\$7.36	\$7.24	\$7.87	\$0.51
Average donation per meal	\$1.93	\$1.95	\$1.97	\$1.97	\$0.02
Net cost per meal	\$5.00	\$5.41	\$5.27	\$5.90	\$0.49
Reduce isolation through socialization opportunities at lunch centers, as measured by 83% positive response (Dept. Std) to customer survey.	83.3%	75.0%	85.5%	83.0%	8.0%

Staffing (FTE)	5.02	5.03	5.04	5.24	0.21
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Personnel Costs	\$180,511	\$190,474	\$189,944	\$212,689	\$22,215
Operating Expenses	\$226,148	\$251,847	\$253,831	\$268,059	\$16,212
Interdept. Charges	\$17,750	\$24,421	\$24,225	\$23,556	(\$865)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$424,409	\$466,742	\$468,000	\$504,304	\$37,562
General Government	\$302,803	\$309,835	\$309,355	\$368,468	\$58,633
Other Revenue (a)	\$120,644	\$156,907	\$160,049	\$135,836	(\$21,071)
Total Revenues:	\$423,447	\$466,742	\$469,404	\$504,304	\$37,562
Tax Levy (b)	\$962	\$0	(\$1,404)	\$0	\$0

(a) Includes fund balance appropriation of \$32,562 in 2003 adopted budget and \$9,025 in 2004 budget.

(b) Adopted Tax Levy for 2002 was actually \$0.00. Amount shown is actual expenditures minus actual revenues, a difference of an additional \$962.



Program Highlights

The conversion of seven site manager positions from seasonal to regular part time classification beginning in 2004 is reflected in the increased personnel costs. Increases in employee costs and scheduled merit/step advances also contribute to additional costs.

Replacement steam tables and coffee pots will be purchased for the senior dining centers, accounting for an increase of \$8,025 in operating expenses. Remaining increase in operating expenses is due to projected increases in food costs of \$8,555 based upon a 3% food vendor cost increase.

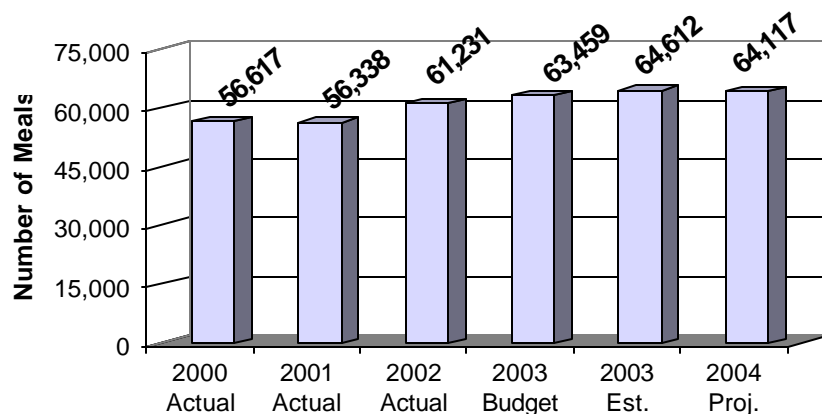
General Government revenues increase due to additional allocated Older Americans Act Title IIIC-1 Congregate Meal funding of \$58,633 utilized in the Congregate program, from \$272,837 in the 2003 adopted budget to \$331,470 in 2004.

Reduction of Other Revenue results from budgeting \$9,025 of Nutrition fund balance for 2004, a decrease of \$23,537 from the 2003 adopted budget level of \$32,562. This decrease is slightly offset by a projected increase in client donations of \$2,566.

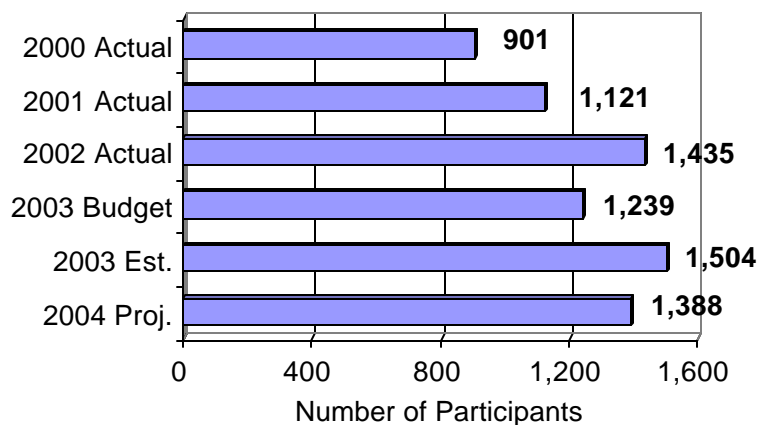


Activity

Number of Congregate Meals Served



The number of meals served in the 2004 congregate program is expected to increase slightly from 2003 budgeted level, and will be slightly below the 2003 estimated level. Growth in number of meals is expected to stabilize following completion of a 2001/2002 strategic marketing objective.

Congregate Meal Program
Registered Participants

The increase in 2003 estimated participants and projected decrease in 2004 are a result of 25th Nutrition Program Anniversary celebrations, which will not be held in 2004.

Number of Nutrition Education Sessions
at Senior Dining Centers

<u>2000 Actual</u>	<u>2001 Actual</u>	<u>2002 Actual</u>	<u>2003 Estimate</u>	<u>2004 Projection</u>
112	250	474	500	500

Data for 2000 based on 15 Senior Dining Centers, for 2001 on 14 Senior Dining Centers and for 2002, 2003 and 2004 on 13 Senior Dining Centers.

Mission

In partnership with our community, we provide, purchase, and coordinate a wide range of high-quality prevention, intervention, and protective services in response to public need and mandates. We are committed to making the best and most cost-effective use of resources available to promote health, self-sufficiency, and an improved quality of life. We honor the dignity of individuals and families in all of our work.

Financial Summary

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
Human Services (a)						
Expenditures	\$32,028,671	\$32,836,224	\$33,098,170	\$33,842,749	\$1,006,525	3.07%
Revenues (b)	\$21,435,819	\$21,589,309	\$22,308,303	\$22,149,629	\$560,320	2.60%
Tax Levy	\$10,592,852	\$11,246,915	\$10,789,867	\$11,693,120	\$446,205	3.97%
Long Term Care						
Expenditures	\$27,387,436	\$28,829,651	\$29,565,529	\$31,207,896	\$2,378,245	8.25%
Revenues	\$26,085,371	\$27,021,136	\$28,065,486	\$29,408,135	\$2,386,999	8.83%
Tax Levy	\$1,302,065	\$1,808,515	\$1,500,043	\$1,799,761	(\$8,754)	-0.48%
Mental Health Cntr						
Expenditures	\$4,001,559	\$4,210,610	\$4,289,092	\$4,482,996	\$272,386	6.47%
Revenues (c)	\$1,900,845	\$2,250,600	\$1,992,000	\$2,134,000	(\$116,600)	-5.18%
Tax Levy	\$2,100,714	\$1,960,010	\$2,297,092	\$2,348,996	\$388,986	19.85%
Public Health						
Expenditures	\$2,677,147	\$2,863,507	\$2,604,012	\$3,016,774	\$153,267	5.35%
Revenues	\$934,055	\$875,244	\$867,627	\$994,934	\$119,690	13.68%
Tax Levy	\$1,743,092	\$1,988,263	\$1,736,385	\$2,021,840	\$33,577	1.69%
Total All Funds						
Expenditures	\$66,094,813	\$68,739,992	\$69,556,803	\$72,550,415	\$3,810,423	5.54%
Revenues	\$50,356,090	\$51,736,289	\$53,233,416	\$54,686,698	\$2,950,409	5.70%
Tax Levy	\$15,738,723	\$17,003,703	\$16,323,387	\$17,863,717	\$860,014	5.06%

(a) Human Services Fund includes the Criminal Justice Collaborating Council (CJCC). The 2004 CJCC budget includes expenditures of \$308,613, revenues of \$17,770 and tax levy of \$290,913, a \$100,000 increase in tax levy from the 2003 budget.

(b) Human Services Fund includes fund balance of \$398,546 in the 2003 budget and \$556,050 in the 2004 budget.

(c) Mental Health Center Fund includes fund balance of \$50,000 in 2004.

Position Summary (FTE)

Regular Positions	373.34	371.53	371.53	372.27	0.74
Extra Help	16.17	12.72	12.72	11.41	(1.31)
Overtime	2.41	2.31	2.31	2.28	(0.03)
Total	391.92	386.56	386.56	385.96	(0.60)

Human Services Health & Human Services Fund Purpose/ Summary

Fund Purpose

This fund provides for County Administration of human service programs funded under state consolidated aids. This includes services to families in which child abuse/neglect, delinquency, and/or serious family dysfunction exists. Also included are placement and placement support services for the Children's Center, group home, institutions, and foster homes. Services to the mentally ill/chronically mentally ill individual who is drug or alcohol dependent are also provided. Administrative support services are provided to coordinate service delivery.

Financial Summary

	2002 Actual	2003 Adopted Budget	2003 Estimate (a)	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
Health & Human Services Fund (b)						
Personnel Costs	\$15,267,226	\$16,134,319	\$16,088,989	\$17,016,939	\$882,620	5.5%
Operating Expenses	\$15,562,124	\$15,385,072	\$15,718,621	\$15,382,020	(\$3,052)	0.0%
Interdept. Charges	\$1,184,713	\$1,316,833	\$1,290,560	\$1,443,790	\$126,957	9.6%
Fixed Assets	\$14,608	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$32,028,671	\$32,836,224	\$33,098,170	\$33,842,749	\$1,006,525	3.1%
General Government	\$17,468,821	\$17,037,876	\$17,531,271	\$17,294,938	\$257,062	1.5%
Fine/Licenses	\$441,889	\$450,000	\$450,000	\$450,000	\$0	0.0%
Charges for Services	\$1,830,473	\$2,103,244	\$2,189,231	\$2,265,000	\$161,756	7.7%
Interdepartmental	\$36,917	\$39,543	\$39,543	\$31,497	(\$8,046)	-20.3%
Other Revenue (c)	\$1,657,719	\$1,958,646	\$2,098,258	\$2,108,194	\$149,548	7.6%
Total Revenues	\$21,435,819	\$21,589,309	\$22,308,303	\$22,149,629	\$560,320	2.6%
Tax Levy (d)	\$10,592,852	\$11,246,915	\$10,789,867	\$11,693,120	\$446,205	4.0%

Position Summary (FTE)

Regular Positions	262.68	261.87	261.87	263.37	1.50
Extra Help	7.28	5.73	5.73	5.59	(0.14)
Overtime	1.82	1.72	1.72	1.72	0.00
Total	272.78	269.32	269.32	270.68	1.36

- (a) The 2003 estimate exceeds 2003 adopted budget, the Department anticipates the need to process an ordinance in the 4th quarter to appropriate additional revenue and expenditure authority.
- (b) Includes Criminal Justice Collaborating Council (CJCC), CJCC 2004 budget includes expenditures of \$308,613, revenues of \$17,770 and tax levy of \$290,913, a \$100,000 increase in tax levy from the 2003 budget.
- (c) Other revenues include fund balance of \$398,546 in 2003 and \$556,050 in 2004.
- (d) The adopted levy for 2002 was \$10,470,268. The amount shown for 2002 is actual expenditures less actual revenue.

Departmental Objectives**Administrative Services Division**

1. Restructure the outpatient clinic reception area in order to fully implement the new tasks involved in the accounts receivable/scheduling system and to be HIPAA compliant. (1st Quarter 2004, Critical Issue #3)
2. Continue the negotiations with State of Wisconsin on the implementation of the Wisconsin Statewide Automated Child Welfare Information System (WiSACWIS). (2nd Quarter 2004, Critical Issue #3)
3. Complete development of the departmental Intranet website as an internal resource for staff. Expect to complete by the end of the 3rd quarter 2004. (Critical Issue #3)
4. Prepare for the implementation of case management and associated systems along with interfaces to PeopleLink. (4th Quarter 2004, Critical Issue #3)

Intake and Support Services Division

1. Evaluate the costs and benefits of continuing services at the Workforce Development Center and review with the Health and Human Services Committee prior to expending funds for relocation or remodeling of the Human Services Center (3rd Quarter 2004) (Critical Issue #2).
2. Criteria and procedures will be developed to implement a waiting list for the BASIC non-medical program. Although there is reason to believe that the 2003 elimination of the medical program will reduce non-medical applications, a two year trend of increasing applicants and cost trends indicate need for a wait list contingency plan to reduce likelihood of budget overruns. (1st Quarter 2004) (Critical Issue #2)
3. Within available County resources and capabilities, division staff will participate in planning, training, and implementation activities to prepare for WiSACWIS (Wisconsin State Automated Child Welfare information Systems) participation in June 2004, which will track child protective services and children in placement. Participation in this stand alone State of Wisconsin information system is mandated under Wisconsin Statute 46.03(7)(g). (2nd Quarter 2004) (Critical Issue #3)
4. Division Intake and Access staff will work with Corporation Counsel and appropriate state personnel to develop appropriate child protective procedures and protocol in response to the recent Appeals Court decisions which respectively narrow the timelines to file petitions in juvenile court, and which limit child protective services workers' rights to interview children in private settings without parental approval and consent. (1st Quarter 2004, Critical Issue #1)
5. Appropriate equipment will be acquired, and select Access staff will begin to pilot the videotaping of children suspected to be victims of sexual abuse in appropriate situations. This is intended to help minimize the number of interviews for children while enhancing receipt of appropriate treatment and the prosecution of perpetrators. (2nd Quarter 2004, Critical Issue #1)
6. Assure division-wide practice compliance with the requirements of the Adoption and Safe Families Act. (2nd Quarter 2004) (Critical Issue #1 Goal 1.10)

Clinical Services Division

1. Increase community residential options for the chronic and persistent mentally ill adult to ensure successful community reintegration and avoid decompensation and the need for increased high cost restrictive placement. (2nd Quarter 2004, Critical Issue #1)
2. Provide for the implementation of the automated Avatar Practice Management System throughout the division. (2nd Quarter 2004, Critical Issue #3)
3. Provide for an alternative treatment program to the Winnebago Institute Gemini program, which is more cost effective, and community based. (2nd Quarter 2004, Critical Issue #1)
4. Continue to augment services to clients who utilize the division's medication program through the use of increased drug sampling, use of co-pays, medical assistance application support, and pharmaceutical card benefits. (2nd Quarter 2004, Critical Issue #1)
5. Increase AODA halfway house programming to offset the need to use institute days and to address the increased need for halfway house treatment post inpatient and residential care.

Children and Family Services Division

1. Provide targeted services to youth who are transitioning to adulthood and who have been in alternate care for at least six months. (4th quarter 2003) (Critical Issue #1)
2. Complete implementation of the child welfare training needs assessment to target training and improve staff effectiveness. (4th quarter 2003) (Critical Issue #1)
3. In coordination with other County and State staff, and within available County resources and capabilities, continue the design and implementation of the Wisconsin Statewide Child Welfare Information System (WiSACWIS) as mandated by Wisconsin Statute. (2nd Quarter 2004) (Critical Issue #3)
4. Use the recommendations from the state's formal program review of the Birth to Three Program to implement continuous quality improvement for this program. (2nd Quarter 2004) (Critical Issue #1)
5. Provide pre-service training for newly recruited foster parents. Evaluate the ability and benefit of providing pre-service training to all existing foster parents. (2nd Quarter 2004) (Critical Issue #1)
6. Assure division-wide practice compliance with the requirements of the Adoption and Safe Families Act. (2nd Quarter 2004) (Critical Issue #1 Goal 1.10)

Adolescent and Family Division

1. In cooperation with the Criminal Justice Collaborating Council, arrange county-wide Restorative Justice training through the Center for Restorative Justice. Training to be directed to both juvenile and criminal justice professionals and county leaders, in order to provide a broad understanding of Restorative Justice principles, policy implications and potential for the positive impact of Restorative Justice initiatives on the justice system and community. (1st Quarter 2004) (Critical Issue #1 Goal 1.1)
2. Provide mental health training for childcare staff and supervisors at the Juvenile Center. Regular, on-going training for juvenile center staff concerning child mental health disorders, diagnoses, treatment and intervention strategies, will improve the level of care of a resident population that is presenting increasingly challenging emotional and behavioral problems. Training will better equip staff to understand and effectively engage and care for these youths while residents of the center. (4th Quarter 2004) (Critical Issue #1)
3. Assure division-wide practice compliance with the requirements of the Adoption and Safe Families Act. (2nd Quarter 2004) (Critical Issue #1 Goal 1.10)
4. In cooperation with Safe & Sound, a community-based anti-crime initiative, the District Attorney's office and Juvenile Court, implement after school report center programming for juvenile offenders. Services are contingent upon grant funding sources for which Safe & Sound has applied. Programming will promote competency development during after school hours and provide structure and accountability for participants during that time. (3rd Quarter 2004) (Critical Issue #1 Goal 1.3)

Criminal Justice Collaborating Council

1. Implement and evaluate the pretrial screening program to provide current offender information to justice partners and help manage jail population. (Critical Issue #1, 2nd quarter 2004)
2. Establish an intervention program for operating after revocation and worthless check offenses to minimize jail days and reduce workload in the Courts and District Attorney's Office. (Critical Issue #2 and #3, 2nd quarter 2004)
3. Complete the transfer of court data to a data warehouse to allow for the creation of data queries and reports to provide system information to justice partners. (Critical Issue #4, 1st quarter 2004)
4. Examine Jail and Huber populations to better identify programming needs. (Critical Issue #5, 1st quarter 2004)

Human Services	Health & Human Services	Objectives/ Achievements
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5. Establish Criminal Justice Collaborating Council administrative policies and procedures related to the supervision of staff, budget development and the administration of services. (Critical Issue #6, 1st quarter)
6. Experience a jail return rate of no more than 40% for individuals receiving Community Transition Program case management services. The Community Transition Program will provide IV drug prevention information to all clients served who are found to be at high risk for IV drug usage (Critical Issue #7, 2nd quarter)
7. Research and evaluate substance abuse treatment court initiatives through site visits funded by the Bureau of Justice Assistance. (Critical Issue #8, 4th quarter 2004)
8. Map CJCC related programming to identify outcome measures. (Critical Issue #9, 2nd quarter)
9. Explore alternatives to incarceration including day reporting programs, electronic monitoring and other appropriate interventions for possible implementation. (Critical Issue #10, 3rd quarter)
10. Evaluate options for diverting 1st offender domestic violence cases to provide alternatives to incarceration. (Critical Issue #11, 1st quarter)
11. Research available cognitive and restorative restructuring programs to evaluate their potential impact. (Critical Issue #12, 4th quarter 2004)
12. Create a database of community service agencies and site information to streamline Community Service Options program efficiency and maximize resources. (Critical Issue #13, 3rd quarter 2004).

Major Departmental Strategic Achievements from 7/01/02 to 6/30/03

Administrative Services Division

1. Purchased and began implementation of a department wide accounts receivable system and interface to PeopleLink. (Critical Issue #3)
2. Implemented privacy rule of Health Insurance Portability and Accountability Act (HIPAA), which became effective April 2003. (Critical Issue #3)
3. Began the implementation of the electronic transaction rule of HIPAA, which will become effective October 2003. (Critical Issue #3)
4. Completed development of the departmental presence on the county's web site. (Critical Issue #3)

Intake and Support Services Division

1. Division Economic Support Staff significantly reduced the food stamp error rate from 32% the previous year to 0% this past year. The potential Agency preventable sanction rate during this period was \$93 for every \$1 issued in error.
2. Without additional administrative funds or personnel, Division Economic Support staff implemented the State of Wisconsin's new Family Planning Waiver (Medicaid) Program which has added about 300 additional unduplicated cases to caseloads which had already risen 71% in the previous 4 years.
3. Division staff planned and implemented the downsizing of the BASIC (Basic Assistance Serving Individuals in Crisis) general relief program through the elimination of the medical payment component for temporary incapacitated and uninsured adults. The BASIC medical program was funded with \$330,000 of county tax levy.
4. Customer feedback sampling in the Access Units was increased to 20%, and a database was developed to tally responses and provide inquiry/report capacity at individual and unit levels.
5. In the latest reporting period, Access Unit staff effected a child re-maltreatment (recidivism) rate of 4% in the 12 months following investigation – exceeding the less stringent federal/state standard of ≤ 5% in 6 months.

Clinical Services Division

1. Increased community residential options for the chronic and persistent mentally ill adult to ensure successful community reintegration and avoid decompensation and the need for increased high cost restrictive placement. (4th quarter 2002) (Critical Issue #2)
2. Provided for computerization upgrade within the outpatient mental health system (PeopleLink) to increase efficiency, and increased capability to monitor services and clients moving through the system. (4th quarter 2002) (Critical Issue #3)
3. Provided additional support to clients who utilize the division's medication program through assistance in applications for card pharmaceutical benefits, medical assistance programs, senior care, free drug programs, etc. (4th quarter 2002) (Critical Issue #1)
4. Monitored and analyzed the outcomes of the jail transition program to determine its impact on jail recidivism and community reintegration. (4th quarter 2002) (Critical Issue #1)

Children and Family Services Division

1. Youth transitioning into adulthood from out of home care (at least six (6) months) were provided a variety of services including independent living services and support, housing assistance, mentoring services, adult educational services, and referrals to community resources. Child Welfare staff referred youth for adult services (mental health and long-term care) and coordinated the transition with agency staff.
2. Supervisors utilized the ITNA (Individual Training Needs Assessment) to develop the 2002 individual goals in each social worker's annual performance evaluation. In addition, the CORE training courses offered by the Southern Child Welfare Training Partnership were incorporated as a requirement for a social worker to be promoted from a social worker I to social worker II.
3. Staff have participated in WiSACWIS – Program Activity Workshop (PAW) meetings regarding the design and implementation of the Wisconsin Statewide Child Welfare Information System (WiSACWIS).
4. A Programs in Partnership Plan (PIP) was developed and signed between representatives of the State of Wisconsin, Lutheran Social Services (LSS) and the department to implement changes recommended in the State's formal review of Birth to Three. Program changes have been initiated and services are being provided in natural environments as required by State guidelines.
5. Pre-service training for new and experienced foster parents (P.A.C.E. "Partners in Alternate Care Education) was provided. In collaboration with Ozaukee and Washington County three (3) training sessions were scheduled. One (1) P.A.C.E. training session was facilitated by Ozaukee and Washington County and the other two (2) were provided by Waukesha County. A summary of the training evaluations included a rating score between very good and excellent.

Adolescent and Family Services Division

1. Outcome measures for divisional contracted programs have been established. Performance outcomes have been incorporated into annual purchase of service agreements between the Department and contract vendors, measuring individual program objectives, tying program performance to contracting. (1st quarter 2003) (Critical Issue #1)
2. Original security cameras, monitors and intercom system equipment in the Juvenile Center have been replaced to ensure a high level of staff and resident safety and assure continuing efficiency of Juvenile Center operations. (1st quarter 2003) (Critical Issue #1)
3. In partnership with the Mediation Center of Waukesha, mediation training for Department social work staff has been provided. Mediation strategies augment effective social work intervention with families in conflict and sustain services that maintain a low out of home placement rate. (1st quarter 2003) (Critical Issue #1)

Human Services Health & Human Services Achievements/ Capital Projects

Criminal Justice Collaborating Council

1. Through funding from National Institute of Corrections members of the CJCC viewed first hand the programs in place at the Hamilton County Community Corrections Board.
2. Developed the CJCC and a mission, vision, and strategic plan.
3. Established a six committee and three-subcommittee structure.
4. The Criminal Justice Collaborating Council and committee structure were formed and the Council and committees are meeting regularly.
5. Issued a Request for Proposal (RFP) for a pretrial screening provider to perform systematic screening of new justice system admissions for purposes of identifying potential for diversion.
6. Hired a CJCC Coordinator to provide administrative assistance and research and analysis skills to the Council, Chair, and working committees.
7. Worked with County Information Systems to integrate District Attorney and Sheriff's data into a data warehouse to allow for the extraction and analysis of criminal justice system data.
8. Completed a strategic plan with CJCC members and key staff. Revised the mission, vision, and identified action items to guide the Council through the next year.
9. Achieved a 61% increase in the number of community service hours performed by Huber inmates who participated in the Community Service Options Program, which reduced Huber crowding.
10. The Community Transition Program reduced jail recidivism from 70-75% (national general jail population estimates) to 38% for those participating in ongoing case management.

Current and Proposed Capital Projects

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 03	Estimated Operating Impact	A=Annual T= One-Time
200109	HHS Automated System	2005	\$1,285,000	50%	\$176,750	A

Refer to Capital Project section of the budget book for additional detail.

Project is coordinated by Department of Administration; annual ongoing costs include software and licensing costs.

Human Services Health & Human Services Fund

Program

Administrative Services

Program Description

Administrative Services is responsible for coordinating and providing operational, fiscal and management information systems support for the Department. The processing of client and provider payments and the billing for services to Medicare, medical assistance, insurance and responsible parties are major functions. Department wide data collection, accumulation and dissemination efforts are coordinated and supported through this area. The major state funding source for Fund 150, the Basic County Allocation (BCA), is accounted for in this program area. Within the guidelines of the State of Wisconsin Allowable Cost Policy Manual, the BCA can be used to fund a broad range of services, as it is not earmarked for any single purpose or program.



Performance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Properly submitted and authorized invoices are paid within 30 days of receipt or designated due date (Std 90%)	99.5%	90%	99.93%	90%	0%
Staffing FTE	46.21	44.96	44.96	47.27	2.31

Personnel Costs	\$2,340,924	\$2,461,536	\$2,521,151	\$2,630,578	\$169,042
Operating Expenses	\$114,173	\$152,655	\$165,645	\$168,203	\$15,548
Interdept. Charges	\$591,115	\$643,029	\$633,171	\$700,892	\$57,863
Total Expenditures	\$3,046,212	\$3,257,220	\$3,319,967	\$3,499,673	\$242,453
General Government	\$7,123,579	\$7,093,398	\$7,161,728	\$7,246,728	\$153,330
Charges for Services	\$3,249	\$3,500	\$3,500	\$4,000	\$500
Interdepartmental	\$36,917	\$39,543	\$39,543	\$31,497	(\$8,046)
Other Revenue	\$325,637	\$713,546	\$713,546	\$713,550	\$4
Total Revenues	\$7,489,382	\$7,849,987	\$7,918,317	\$7,995,775	\$145,788
Tax Levy	(\$4,443,170)	(\$4,592,767)	(\$4,598,350)	(\$4,496,102)	\$96,665

Program Highlights

In 2003 the State of Wisconsin began a new time allocation system, the Random Moment Time Study, to document Staff effort. The results are used to more accurately allocate administration and overhead costs to federal, state and local programs. Staff performing administrative functions are to be assigned 100% to a cost center and not be split. As a result of this new program, personnel costs reflect the transfer of the following staff:

- 0.05 FTE Deputy Director from Economic Services Administration and Support
- 0.90 FTE Clerk Typist from Economic Services Administration and Support
- 1.00 FTE Account Clerk I from the Long Term Care Fund
- 0.50 FTE Account Clerk II from the Mental Health Center or Fund

Personnel costs also reflect a net reduction of 0.14 FTE of Temporary Extra Help as well as general wage and health insurance increases.

Most of the increases in operating expenses are related to information systems for software, licenses and supplies. Operating expenses also include the amount of \$4,830 to contract with an outside vendor for the shredding of confidential client documents in response to the Health Insurance Portability and Accountability Act privacy and security regulations.

Interdepartmental charges reflect the reallocation of collection services in the amount of \$43,365, End User Technology Fund (EUTF) charges increase \$12,087 and other general increases.

General Government revenues increase \$100,000 from the results of a new funding source called the Community-Based Medical Assistance Claim (CBMAC) that enables community based providers to recover federal funds for Medicaid Administrative Activities performed by agency staff based on the results of the Random Moment Time Study and a decrease of BCA of \$6,670. BCA is budgeted at \$11.4 million department-wide and has not increased in the past eight years. The lack of an increase in BCA is a significant driver in Health and Human Services tax levy need.

Interdepartmental revenue reflects a decrease of \$8,046 from the Public Health Division indirect costs reimbursement.

Human Services Health & Human Services Fund

Program

Intake and Shared Services

Program Description

Serves as the primary initial contact point for non-clinical service referrals. Assessments provided in the areas of child and adult protection services, truancy and delinquency, physical custody requests, out of home placement, parent/teen family dysfunction, and information/referral service. Short-term and supportive service includes Kinship Care assessment/funding, childcare certification, crisis respite child day care, home and financial management services and volunteer services. The Division's purchased services emphasize prevention and early intervention.



Performance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
12 month child abuse/neglect re-referral rate Standard = ≤ 10%	4%	9%	6%	8%	(1%)
12 month child abuse/neglect maltreatment recurrence Standard = ≤ 5%	2%	5%	3%	5%	-
24 month child abuse/neglect re-referral rate Standard = ≤ 20%	10.7%	15%	12%	15%	-
24-month child abuse/neglect maltreatment recurrence Standard = ≤ 10%	5.4%	8%	7%	8%	-
Child Day Care Certification Decisions within 60 days Standard = 95%	90%	95%	95%	95%	
Volunteer Transportation Request Fulfillment Standard = 80%	94%	90%	95%	90%	-

Staffing (FTE)	32.24	31.80	31.80	31.80	0.00
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Personnel Costs	\$1,824,151	\$1,908,013	\$1,864,942	\$1,992,172	\$84,159
Operating Expenses	\$1,508,777	\$1,559,286	\$1,482,788	\$1,359,154	(\$200,132)
Interdept. Charges	\$32,003	\$49,641	\$50,344	\$61,503	\$11,862
Total Expenditures:	\$3,364,931	\$3,516,940	\$3,398,074	\$3,412,829	(\$104,111)
General Government	\$1,223,834	\$1,208,053	\$1,191,417	\$1,013,270	(\$194,783)
Other Revenue	\$4,181	\$4,500	\$4,500	\$4,500	\$0
Total Revenues:	\$1,228,015	\$1,212,553	\$1,195,917	\$1,017,770	(\$194,783)
Tax Levy	\$2,136,916	\$2,304,387	\$2,202,157	\$2,395,059	\$90,672



Program Highlights

Personnel Costs increase reflect general wage and health insurance increases. Operating Expenses decrease primarily reflects a \$192,300 decrease in childcare initiatives funded through State of Wisconsin Community Childcare Initiatives Grant dollars and decreased crisis respite child care costs of \$25,000, partially offset by provider contract increases which generally ranged from 0-3%. Interdepartmental Charges increase reflects increased computer maintenance charges.

General Government Revenue decrease includes a \$6,609 decrease in the State Kinship Care placement allocation, as well as \$192,300 decrease in the State of Wisconsin Community Child Care Initiatives Grant, and an increase of \$5,500 of State Child Care Administration revenue.

Human Services Health & Human Services Fund

Program

Intake and Shared Services (cont.)



Activities	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Access # of Referrals	8,351	8,100	8,600	8,900	800
Child Abuse/Neglect Assessments	776	810	780	810	-
Juvenile Custody Intake Contacts	1,154	1,300	1,150	1,150	(150)
Juvenile Court Intake Referrals	1,070	1,250	1,150	1,150	(100)
Home & Financial Management Cases	84	90	85	85	(5)
Kinship Care Assessments	150	138	157	160	22
Kinship Care Funded Placements (Avg. Monthly)	146	141	146	152	11
Kinship Care Waiting List	0	15	28	20	5
Crisis Intervention: Adult Protective /Mental Health	571	600	600	600	-
Crisis Intervention: Child Protective /Health Welfare	517	350	520	520	170
Crisis Respite Child Day Care (Children)	116	120	127	130	10
Family Day Care: # Certified Homes	90	90	90	90	-
Volunteer Transportation: # of one-way trips	3,057	4,500	3,500	3,500	(1,000)
Volunteer Transportation: Miles Driven	94,705	102,000	100,000	100,000	(2,000)

Economic Services Administration and Support

Program Description

Administers a variety of Economic Support (ES) programs including Medical Assistance, Food Stamps, Child Care, Non-Medical BASIC (Basic Assistance for Individuals in Crisis), a fraud elimination program, a regional Economic Support Specialist Trainer, and the Low-Income Energy Assistance Program. Service is provided either directly or through purchase of service contract. ES services for adults, elderly, and disabled are provided at the Human Services Center while ES services for families with children are provided at the Workforce Development Center (WDC).



Performance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Economic Support Programs Eligibility decisions within 30 days (Standard 90%)	84%	85%	80%	80%	(5%)
Achieve Food Stamp error rate below State averages					
State error rate:	12.3%	10.5%	11%	11%	.5%
Waukesha County:	0%	10.4%	11%	11%	.6%

Human Services Fund

Health & Human Services

Program

Economic Services Administration and Support (cont.)

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	41.64	41.64	41.64	40.69	(0.95)
Personnel Costs	\$1,829,989	\$1,993,110	\$1,938,835	\$2,076,026	\$82,916
Operating Expenses	\$1,540,860	\$1,402,190	\$1,256,983	\$971,056	(\$431,134)
Interdept. Charges	\$84,663	\$89,271	\$89,156	\$115,813	\$26,542
Total Expenditures:	\$3,455,512	\$3,484,571	\$3,284,974	\$3,162,895	(\$321,676)
General Government	\$2,892,976	\$2,805,975	\$3,097,876	\$2,921,824	\$115,849
Charges for Services	\$104,484	\$126,042	\$149,400	\$50,000	(\$76,042)
Other Revenue (a)	\$210,565	\$206,100	\$216,212	\$246,500	\$40,400
Total Revenues:	\$3,208,025	\$3,138,117	\$3,463,488	\$3,218,324	\$80,207
Tax Levy	\$247,487	\$346,454	(\$178,514)	(\$55,429)	(\$401,883)

(a) The 2004 budget includes \$187,500 in Human Services Fund Balance (prior year tax levy).



Program Highlights

The Economic Services Administration and Support expenses and revenues reflect various programmatic and budgetary changes resulting from the State's return of all child and family related Medical Assistance (MA) and Food Stamp (FS) responsibilities to counties two years ago, and recent State of Wisconsin budget actions which will decrease Waukesha County's base Income Maintenance (IM) allocation by 11% or \$156,000, as well as a significant reduction (estimated at 40% or \$1.5 million) to contracted W2 provider (Affiliated Computer Services-ACS) revenues. Although Waukesha County is not the W2 service provider, the cut in W2 funding to the state contractor (ACS) is significant, as they've previously funded a number of HHS Department operational costs at the Workforce Development Center (WDC), which they will be unable to continue in 2004. These actions occur at a time when WDC based caseloads are growing at an unprecedented rate.

Personnel Costs increase reflect general wage and health insurance cost increases and redistribution of 0.95 FTE agency support staff previously charged to this program to the HHS Administrative program area. Operating Expenses decrease reflect a reduction of the Wisconsin Home Energy Assistance Program of \$20,000; reductions of \$570,000 related to elimination of the non-mandated BASIC medical program; and discontinued reimbursements to funeral providers for indigent adults of \$30,000. Offsetting these reductions are higher costs related to the resumption of department funding for WDC operational expenses including contracted clerical and pre-screener services at \$73,000; net-rent related expenses of \$30,158; and various supplies and other equipment at \$37,000. Operating expenses also include \$90,000 for potential renovation and relocation costs to move WDC based ESS staff back to the 3rd floor of the Human Services Center. The County Board amended the budget to require the Health and Human Services Department to evaluate the costs and benefits of continuing services at the Workforce Development Center and review the analysis with the Health and Human Services Committee prior to expending funds for relocation or remodeling of the Human Services Center.

Interdepartmental Charges increase reflect increased computer maintenance charges of \$13,586 and WDC based ESS copying and postage costs of \$16,500 previously covered by the W2 provider (ACS), partially offset by various telephone and computer replacement charge decreases.

General Government revenue includes increased revenues of \$257,085 claimed under the 50/50 addendum to the State IM contract, and increased Childcare Administration reimbursement of \$101,300. Offsetting these increases are decreases to state funding for the Wisconsin Home Energy Assistance Program of \$30,800, and the loss of state general relief reimbursement of \$146,000 due to the 2003 elimination of the BASIC medical program. Charges for Services revenue decrease \$76,000 reflecting the contracted W2 provider's (ACS) reduction in the level of childcare eligibility determinations purchased from the County.

Economic Services Administration and Support (cont.)

Other Revenue includes one-time use of \$187,500 of Health and Human Services fund balance (prior year tax levy), which consists of \$92,500 provided to pay for a portion of rent and expenses previously funded by the contract W2 agency (ACS); \$50,000 is budgeted to minimize service disruptions related to a \$156,000 reduction in State Income Maintenance funding; and \$45,000 is budgeted to provide for one-half of the \$90,000 estimated remodeling and relocation expenses to move County WDC back to the Health and Human Services Center in 2005, if necessary. Other Revenue also reflects the discontinued use of fund balance to fund prior year medical claims of \$30,000 and the reduction of BASIC program recoupments of \$116,000, both related to the discontinuation of the (non-mandated) BASIC medical program.



Activity

Human Services Center Caseload Data

	<u>2002 Actual</u>	<u>2003 Budget</u>	<u>2003 Estimate</u>	<u>2004 Budget</u>	<u>Budget Change</u>
Average monthly unduplicated caseload	2,987	3,200	3,100	3,200	-
Medical Assistance average monthly cases	3,030	3,150	3,100	3,200	50
Food Stamps average monthly cases	596	620	650	700	80

Basic General Relief

Average monthly cases	93	60	100	60	-
Non-medical needs average cases	63	50	85	60	10
Non-medical needs average monthly grant	240	275	265	265	(10)



Activity

**Workforce Development Center
Caseload Data**

	<u>2002 Actual</u>	<u>2003 Budget</u>	<u>2003 Estimate</u>	<u>2004 Budget</u>	<u>Budget Change</u>
Average Monthly Unduplicated Caseload	3,256	3,500	4,300	5,100	1,600
Average Monthly Caseload/Worker	217	233	280	340	107
Medical Assistance Average Monthly Cases	3,900	4,100	4,200	4,550	450
Food Stamps Average Monthly Cases	747	720	790	830	110
W-2 Child Care Average Monthly Cases	745	860	830	870	10
Annual Child Care Benefits	\$6,514,132	\$6,500,000	\$6,800,000	\$7,100,000	\$600,000

Birth to Three

Program Description

The Birth to Three program is a joint County/LSS program which provides early intervention services to parents with children from birth to age three with special needs who demonstrate at least 25% delay in one or more areas of development or have a diagnosed condition which will likely result in developmental delays. Examples include Down syndrome, autism, spina bifida, and cerebral palsy.



Performance Measures	Standard	2002 Actual	2003 Budget	2003 Estimate.	2004 Budget	Budget Change
% of parents who report their child has shown an improvement in overall functioning	95%	97%	95%	95%	95%	-
% of families who report an increase in their ability to care for and promote their child's development (effective services)	85%	95%	85%	95%	95%	10%

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
Operating Expenses	\$688,342	\$761,341	\$810,709	\$778,000	\$16,659
Total Expenditures:	\$688,342	\$761,341	\$810,709	\$778,000	\$16,659
General Government	\$437,159	\$602,676	\$602,676	\$602,676	\$0
Total Revenues:	\$437,159	\$602,676	\$602,676	\$602,676	\$0
Tax Levy (a)	\$251,183	\$158,665	\$208,033	\$175,324	\$16,659

(a) The Maintenance of Effort involved with the Birth to Three program is \$277,600. The tax levy above reflects direct program operations. The balance of support exists within the Administrative Services Program for associated overhead and supervisory support.



Program Highlights

The 2004 budget continues the transition to providing services in natural environments which includes providing training to B-3 staff, developing Interventionist Teams and providing speech therapy using the parent trainer and providing the Hanen Model.



Activity

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Total # children enrolled on Dec. 1st	429	415	459	491	76
Overall family satisfaction w/program	98%	95%	95%	95%	-
Total # children served	829	964	905	986	22

Child and Family Services

Program Description

Provides ongoing intervention to families with a child who has been abused or neglected or is at risk of abuse or neglect in order to promote the goals of child safety and keeping families together.



Performance Measures	Goal	2002 Actual	2003 Budget	2003 Estimate	2004 Budget
% of families whose risk level at assessment was intensive or high who reduce their risk at time of closure	80%	100%	80%	85%	N/A*
% of families whose needs are assessed as high at time of initial assessment who experience a reduction at time of case closure	60%	80%	70%	75%	N/A*
% of the families responding that the intervention helped their family and that they reached their goals	80%	100%	95%	95%	95%
% of families who document an increased ability to deal with the presenting problem at time of case closure	85%	100%	90%	90%	90%

*Not applicable because NCCD/CRC will no longer be used for on-going child welfare services

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	10.16	10.16	10.16	11.16	1.00
Personnel Costs	\$613,022	\$653,622	\$638,141	\$757,907	\$104,285
Operating Expenses	\$365,484	\$399,915	\$398,370	\$400,546	\$631
Interdept. Charges	\$576	\$16,271	\$16,271	\$18,737	\$2,466
Total Expenditures:	\$979,082	\$1,069,808	\$1,052,782	\$1,177,190	\$107,382
General Government	\$3,000	\$3,000	\$3,000	\$3,000	\$0
Other Revenue	\$50	\$0	\$0	\$0	\$0
Total Revenues:	\$3,050	\$3,000	\$3,000	\$3,000	\$0
Tax Levy	\$976,032	\$1,066,808	\$1,049,782	\$1,174,190	\$107,382



Program Highlights

Personnel costs reflect general wage and health insurance increases. Personnel costs also reflect an increase of \$80,942 associated with the creation of a 1.00 FTE Human Services Supervisor position. Increased position costs are mostly offset through the abolishment of a 1.00 FTE Social Worker Position previously budgeted in 2003 within the Juvenile Court Program. The position change results in a net expenditure increase of \$19,435. The social worker position is abolished, and a supervisor position created, to respond to the increase in supervisory monitoring required and to supervise a child protection unit.

The NCCD/CRC (National Council on Crime and Delinquency – Children's Research Center) structured decision making model for on-going child protection and placement cases will be discontinued. The Wisconsin Model will replace NCCD/CRC for on-going child protection and placement cases with pre-implement startup 11/01/03 and implementation 6/04. Operating expenses reflect a decrease in the purchase of services contract for sexual abuse assessments of \$4,955 and an increase in parent support services of \$4,398. Interdepartmental charges reflect an increase in computer maintenance cost under total cost of ownership.

Human Services Health & Human Services Fund

Program

Child and Family Services (cont.)



Activity

	2002 <u>Actual</u>	2003 <u>Budget</u>	2003 <u>Estimate</u>	2004 <u>Budget</u>	Budget <u>Change</u>
Total # Families Served	148	165	155	160	(5)
Number of new cases, voluntary or court					
Voluntary	37	48	42	45	(3)
Court Action	36	43	37	39	(4)

Parent Services/Alternate Care

Program Description

Provides services to children and families to prevent imminent placements, reunify families or establish an alternate permanent plan. Alternate Care placements include foster homes, group homes, residential care centers (formerly known as child caring institutions) and supervised independent living settings. Placement prevention services provide an alternative to costly placements. Services to parents help prepare for family reunification or for termination of parental rights and adoption.



Performance Measures

	Goal	2002 Actual	2003 Budget	2003 Estimate	2004 Budget
% of youths in alternate care age 13 and older at time of discharge from placement who have demonstrated progress in meeting their primary treatment goals	80%	77%	85%	80%	80%
% of children age 12 and under who were discharged during the year who have achieved the permanency plan goal before or within 18 months of the plan being ordered by Juvenile Court	70%	79%	80%	80%	80%

Rank among urban counties* in Wisconsin for placements per thousand children (based on the most recent state statistics).**

Lowest
1

2002 Actual: Lowest 1

*Brown, Dane, Kenosha, Racine, Rock, Waukesha

**U.S. Census Bureau 2000 census population and 2001 and 2002 estimates

**Out of home care caseload count including Kinship Care, (point in time) for December 2002 and 2001 from HSRS and WiSACWIS (State Report).

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	20.15	19.15	19.15	19.15	0.00

Personnel Costs	\$1,192,575	\$1,219,881	\$1,211,813	\$1,295,699	\$75,818
Operating Expenses	\$3,618,016	\$3,608,348	\$3,708,476	\$3,670,960	\$62,612
Interdept. Charges	\$78,178	\$55,489	\$55,639	\$84,273	\$28,784
Total Expenditures:	\$4,888,769	\$4,883,718	\$4,975,928	\$5,050,932	\$167,214
General Government	\$1,008,958	\$873,969	\$872,629	\$915,805	\$41,836
Charges for Services	\$441,565	\$508,000	\$438,200	\$555,000	\$47,000
Other Revenue	\$100	\$0	\$0	\$0	\$0
Total Revenues:	\$1,450,623	\$1,381,969	\$1,310,829	\$1,470,805	\$88,836
Tax Levy	\$3,438,146	\$3,501,749	\$3,665,099	\$3,580,127	\$78,378

Program Highlights

Personnel costs reflect general wage and health insurance increases.

Operating expenses reflect a \$73,920 reduction in alternatives to placement, a \$68,968 reduction in Community Integration Placements (CIP), a \$20,159 reduction in permanency planning reviews and a \$6,777 reduction in parent mentoring. Operating reductions are offset by a Residential Care Center placement increase of \$151,019 and a \$74,925 increase in foster care services primarily consisting of a \$66,695 increase in treatment foster care and therapy services.



Human Services Health & Human Services Fund

Program

Parent Services/Alternate Care (cont.)

Interdepartmental charges increase \$26,000 for legal services reflecting the availability of additional Federal IV-E revenue fund expanded child placement legal services. The remaining interdepartmental increase reflects computer maintenance cost under total cost of ownership.

General Governmental revenues reflect an increase in Youth Aids-AODA of \$58,380 due to the entire grant being earned in the Children and Family Services Division rather than in the Clinical Services Division, the aforementioned \$26,000 increase in Federal IV-E revenue associated with expanded legal services and an increase in the Youth in Independent Living Allocation of \$3,005. These increase are partially offset by a reduction in Community Integration Funding of \$45,549 (CIP). Charges for services reflect an increase in foster care and Residential Care Center client fees.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Total children in foster care	109	126	136	130	4
Days of Care	24,437	22,840	22,374	22,052	(788)
Total children in group homes	16	21	17	20	(1)
Days of Care	1,774	2,176	2,185	2,125	(51)
Total children in Residential Care Centers	36	36	39	46	10
Days of Care	5,035	4,521	5,436	5,328	807
Terminations of parental rights	11	10	11	13	3

Adolescent and Family Services

Program Description

Provides court ordered supervision and treatment to juveniles and children in need of protection and services. Services to these children and their families are directed at maintaining the children in their own homes and communities. Services include regularly scheduled family and individual meetings; collaboration with schools and academic programs; monitoring compliance with court orders and school attendance; conflict resolution; case coordination and group counseling. School-based community day treatment is provided through a contract.



Performance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Percentage of Juveniles served requiring out of home placement in residential care centers, group homes and foster care.	1.5%	1.6%	2.0%	2.0%	0.4%

Staffing (FTE)	19.90	19.56	19.56	19.56	0.00
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Personnel Costs	\$1,156,336	\$1,268,447	\$1,188,112	\$1,316,107	\$47,660
Operating Expenses	\$167,673	\$170,585	\$170,570	\$178,492	\$7,907
Interdept. Charges	\$81,861	\$19,787	\$19,787	\$23,609	\$3,822
Total Expenditures:	\$1,405,870	\$1,458,819	\$1,378,469	\$1,518,208	\$59,389
General Government	\$29,938	\$646,684	\$646,684	\$646,684	\$0
Total Revenues:	\$29,938	\$646,684	\$646,684	\$646,684	\$0
Tax Levy	\$1,375,932	\$812,135	\$731,785	\$871,524	\$59,389

Program Highlights

Personnel costs increase reflecting general wage and health insurance increases. Operating expenses increase owing to a cost to continue contract increase for the Community Day Treatment Program, a community based program serving children at highest risk for out of home placement in long term hospital or residential care settings. Interdepartmental charges increase due to greater computer maintenance charges.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Number of families served	509	482	530	530	48



Human Services Health & Human Services Fund

Program

Juvenile Court Services

Program Description

Provide court ordered supervision and treatment to delinquent juveniles and juveniles in need of protection and services in order to reduce delinquency recidivism, divert youths from unnecessary placement, and promote family and public safety. Services include regularly scheduled family and individual meetings; collaboration with schools and academic programs; monitoring compliance with court orders; crisis intervention; case coordination and group counseling. Contracted services include two intensive in-home treatment teams; educational support program; restitution program; structured activities program; intensive tracking and electronic monitoring; home detention program; community service sanction program and victim-offender mediation.



Performance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
% of juveniles completing court ordered supervision without committing further law violations	78.7%	78%	80%	80%	2%
% of juveniles served requiring out of home placement in residential care centers, group homes and foster care	2.4%	1.8%	2%	2%	.2%
Staffing (FTE)	20.69	20.51	20.51	19.51	(1.00)
Personnel Costs	\$1,212,999	\$1,290,221	\$1,274,000	\$1,291,822	\$1,601
Operating Expenses	\$1,483,294	\$1,478,330	\$1,466,423	\$1,477,743	(\$587)
Interdept. Charges	\$4,670	\$47,139	\$45,288	\$51,407	\$4,268
Total Expenditures:	\$2,700,963	\$2,815,690	\$2,785,711	\$2,820,972	\$5,282
General Government	\$3,684,545	\$2,655,154	\$2,871,660	\$2,861,910	\$206,756
Charges for Services	\$55,829	\$80,000	\$56,500	\$60,000	(\$20,000)
Total Revenues:	\$3,740,374	\$2,735,154	\$2,928,160	\$2,921,910	\$186,756
Tax Levy	(\$1,039,411)	\$80,536	(\$142,449)	(\$100,938)	(\$181,474)



Program Highlights

Personnel costs in this program area increase \$1,601. This net increase is the result of a general wage increase offset by the abolishment of 1.0 FTE work position. The position abolishment provides base funding for the creation of a Human Services Supervisor position within the Child and Family Services Division in response to increased workload demand in that area.

Operating expenses decrease owing to a reduction in grant funding earmarked for accountability-based contract programs. This loss of funding was mitigated to some extent, by a modest cost to continue contract increase for other juvenile justice programs. Interdepartmental charges increase due to greater computer maintenance charges. Charges for services revenues decrease reflecting a reduction in delinquency supervision and correctional cases and attendant fees. General government and total revenue increases owing to a projected reduction in correctional institutional costs. This increase in revenue, along with the reduction in personnel costs and flat operating expense has resulted in a significant reduction in tax levy funding in this program area.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Number of juveniles served	569	550	500	500	(50)
Average daily population of juveniles in State correctional institutions	1.1	8.1	4.2	4.4	(3.7)
State charges for correctional institution placement	\$71,227	\$481,130	\$235,897	\$277,396	(\$203,734)
State charges for Aftercare/other		\$15,464	\$25,972	\$15,982	\$518
Total State Charges	\$71,227	\$496,594	\$261,869	\$293,378	(\$203,216)

Human Services Health & Human Services Fund

Program

Juvenile Center

Program Description

Provides 24-hour care and supervision to delinquent and status offender juveniles who are court-ordered to be held in detention at the Juvenile Center. Non-secure detention (Shelter Care) has 18 beds and secure detention has a total of 18 beds. On grounds schooling is provided as well as daily structured activities. Nursing and physician services are provided through contracts.



Performance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
% compliance with licensing codes	100%	100%	100%	100%	-
Staffing (FTE)	30.11	30.11	30.11	30.11	0.00

Personnel Costs	\$1,418,675	\$1,498,387	\$1,508,731	\$1,597,795	\$99,408
Operating Expenses	\$90,449	\$93,368	\$101,232	\$100,020	\$6,652
Interdept. Charges	\$52,594	\$52,395	\$50,472	\$46,794	(\$5,601)
Fixed Assets	\$14,608	\$0	\$0	\$0	\$0
Total Expenditures:	\$1,576,326	\$1,644,150	\$1,660,435	\$1,744,609	\$100,459
General Government	\$53,883	\$67,701	\$63,401	\$62,301	(\$5,400)
Charges for Services	\$151,153	\$164,375	\$186,000	\$176,000	\$11,625
Total Revenues:	\$205,036	\$232,076	\$249,401	\$238,301	\$6,225
Tax Levy	\$1,371,290	\$1,412,074	\$1,411,034	\$1,506,308	\$94,234



Program Highlights

Personnel costs increase reflecting general wage and health insurance cost increases.

Operating costs are greater resulting from an increase in food service expense related to a projected increase in resident child care days, and a cost to continue contract increase in order to maintain adequate nursing and physician services for center residents. Interdepartmental charges decrease due to a reduction in collection service charges.

General government revenue decreases reflecting lower federal funding for meal expenses. Charges for service increase \$11,625 due to a \$25,000 increase in client fees, which result from the increase in child care days, being partially offset by a \$13,375 decrease in out of county placement revenues.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Shelter Care					
# of child care days	2,940	3,520	3,935	3,935	415
Average daily population	8.1	9.6	10.6	10.6	1.0
Secure Detention					
# of child care days	2,182	2,376	2,816	2,816	440
Average daily population	6.0	6.5	7.5	7.5	1.0
Other County Placements					
# of child care days	131	150	50	50	(100)

Mental Health Outpatient and Support Services

Program Description

The Clinical Services Division operates a comprehensive outpatient mental health clinic offering a variety of innovative programs as well as more traditional clinic services. Contract services complement County provided programs ranging from inpatient care, work related services, outpatient social/recreational services, prevention, education, and intervention (24 hour crisis phone service) to adult foster home, group homes, and residential care. Keeping clients in the community is the goal. Day Services and the Community Support Programs (CSP) are provided after and as prevention to inpatient services for the chronically mentally ill. Day Services provide therapeutic programs at the Mental Health Center. Community Support serves the more resistive client through community outreach. Both programs are at or near capacity; however, demand for these services remains high.



Performance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Overall patient participation in outside meaningful activity in the community support program.	59%	60%	60%	60%	—

Standard Explanation

The Community Support program provides case management and supportive services to the chronic and persistent mentally ill client. Participation in outside meaningful activity is a therapeutic goal of the program and is essential to reintegration self-reliance within the community. The performance standard attempts to have at least 50% of the CSP population involved in competitive employment either full or part time, vocational programming, school, homemaking or volunteer work throughout the year.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	39.38	40.13	40.13	40.13	0.00
Personnel Costs	\$2,958,836	\$3,082,143	\$3,179,177	\$3,263,780	\$181,637
Operating Expenses	\$4,319,318	\$4,200,837	\$4,434,300	\$4,521,879	\$321,042
Interdept. Charges	\$259,053	\$324,128	\$308,749	\$317,589	(\$6,539)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$7,537,207	\$7,607,108	\$7,922,226	\$8,103,248	\$496,140
General Government	\$334,635	\$342,638	\$342,638	\$342,638	\$0
Charges for Services	\$828,289	\$936,327	\$1,060,631	\$1,105,000	\$168,673
Other Revenue	\$1,113,751	\$1,034,500	\$1,164,000	\$1,143,644	\$109,144
Total Revenues:	\$2,276,675	\$2,313,465	\$2,567,269	\$2,591,282	\$277,817
Tax Levy	\$5,260,532	\$5,293,643	\$5,354,957	\$5,511,966	\$218,323

Program Highlights

Personnel cost increases reflect general wage and health insurance increase for staff.

Residential placement days increase from 28,500 to 30,744 days of care in 2004 and include one additional day due to leap year. Increased days and general inflationary increases (avg. 3%) result in an operating expense expenditure increase of \$210,145. Additional operating expense increases include \$52,267 for drugs and pharmaceuticals, \$34,573 for medical services and additional hospital inpatient services of \$45,000 to handle Mental Health Center overflow needs due to reaching bed capacity. Operating expenses also include \$15,000 for additional Community Support case management/supervision services. These increases are partially offset by a State mental health institute expense decrease of \$60,000 to reflect a newly created dual diagnosis alternative program, which is budgeted within the Alcohol and Other Drug Abuse Clinic and Support Services Program.



Mental Health Outpatient and Support Services (cont.)

Additional client fees are reflective of increased collections in Outpatient Mental Health & Community Support programming. Drug co-payment initiative (\$15 per script) will be instituted to support medication program. The \$109,144 increase in other revenue reflects increased Community Services Deficit Reduction (CSDR) funding. CSDR is a funding source in which counties receive federal payment for allowable MA costs which were originally funded through levy.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Community Support: number of clients	165	190	180	190	-
Day Services: number of clients	229	238	235	238	-
State Institutions: days of care	1,281	443	275	321	(122)
Residential Care: days of care	24,908	28,500	29,755	30,744	2,244
Outpatient Clients	2,639	-	2,990	2,990	-

Alcohol & Other Drug Abuse Outpatient Clinic and Support Services

Program Description

The alcohol and other drug abuse (AODA) programs provide intervention and treatment services to Waukesha County residents at risk due to alcohol and drug usage. Education, support, and outpatient programs are designed to meet both interdepartmental and community needs. The Intoxicated Driver Program (IDP), Wisconsin Chapter 20, mandates assessment for all individuals convicted of operating a motor vehicle while intoxicated. The convicted driver pays assessment fees. Assessment revenues are utilized to cover the cost of the assessment program. Programs are contracted with community agencies, hospitals, and the County operated clinic in the least restrictive and most cost effective setting possible. Those persons who qualify for Intoxicated Driver Program funds are allocated funding through state surcharge revenues.



Performance Measure	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Overall percent of AODA detoxification clients who are assessed and evaluated for an appropriate level of AODA treatments within 72 hours for HSD staff	99%	98%	99%	98%	-
Overall percent of AODA outpatient clients who abstain or reduce usage at discharge	87%	80%	87%	80%	-

Standard Explanation

Individuals in need of detoxification require a comprehensive assessment to determine a level of treatment intervention beyond medical detoxification. Human Service staff will provide AODA assessment within 72 hours for 95% of all detoxification clients who present at local hospitals, emergency rooms and at the Mental Health Center.

As a result of AODA outpatient treatment, 70% of all clients should report abstinence or reduced usage at time of discharge.

Human Services Fund

Health & Human Services

Program

Alcohol & Other Drug Abuse Outpatient Clinic and Support Services (cont.)

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	11.30	11.30	11.30	11.30	0.00
Personnel Costs	\$719,719	\$758,959	\$764,087	\$795,053	\$36,094
Operating Expenses	\$1,558,654	\$1,351,392	\$1,473,936	\$1,449,354	\$97,962
Interdept. Charges	\$0	\$19,683	\$19,683	\$21,173	\$1,490
Total Expenditures:	\$2,278,373	\$2,130,034	\$2,257,706	\$2,265,580	\$135,546
General Government	\$660,402	\$722,716	\$660,402	\$660,402	(\$62,314)
Fines/Licenses	\$441,889	\$450,000	\$450,000	\$450,000	\$0
Charges for Services	\$245,904	\$285,000	\$295,000	\$315,000	\$30,000
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$1,348,195	\$1,457,716	\$1,405,402	\$1,425,402	(\$32,314)
Tax Levy	\$930,178	\$672,318	\$852,304	\$840,178	\$167,860



Program Highlights

Personnel costs reflect general wage and health insurance increase. Operating expense include inflationary increases for residential contracts (3%), increased halfway house days of \$50,000 (749 additional days), and \$35,000 for a locked dual diagnosis program to reduce institute placements. The decrease in General Governmental Revenue of \$62,314 is due to the Youth Aids AODA revenue now being recognized and earned entirely in the Children and Family Services Division. Charges for service increase \$30,000 to reflect recent trends in AODA client fee collections.



Activity

	2002 <u>Actual</u>	2003 <u>Budget</u>	2003 <u>Estimate</u>	2004 <u>Budget</u>	Budget <u>Change</u>
Detoxification: Days of Care	456	415	410	400	(15)
Inpatient Residential Care: Days of Care	1,124	1,013	1,013	1,013	-
Clients Receiving Detox	200	165	156	155	(10)
Outpatient Clients	1,205	-	1,330	1,330	-

Criminal Justice Collaborating Council

Program Description

With the support of the Chief Judge, County Executive, and County Board, the Waukesha County Criminal Justice Collaborating Council was established in the Fall of 2002. The Council was formed with several goals in mind including better understanding of crime and criminal justice problems, greater cooperation among agencies and units of local government, clearer objectives and priorities, more effective resource allocation, and the creation of additional criminal justice programming. The Council feels that taken together, these results can increase public confidence in and support for criminal justice processes, and enhance system performance. The Council's Mission is as follows:

The mission of the Criminal Justice Collaborating Council is to enhance public safety and the effective and efficient administration of the criminal justice system through community collaboration by ensuring offender accountability and providing rehabilitation services, while recognizing the rights and needs of victims.



Performance Measures	2002 Actual	2003 Budget	2003 Estimate (a)	2004 Budget	Budget Change
CSP Huber Jail Days Saved	1,329	N/A	1,379	1,379	N/A
CTP Recidivism Rate*	N/A	N/A	38%	40%	N/A

*Please refer to Achievement #10 for additional information.

For every 24 hours a participant in the Community Support Program was placed in a community service position one Huber jail day is taken off their sentence.

Pretrial screening services are expected to screen all pretrial inmates to collect and verify information useful to justice partners. These services will allow for more expeditious initial appearances as well as allow the CJCC to collect data that will be used to assist in assessing the need for and creating and implementing future diversion programming.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE) (a)	0.00	0.00	0.00	0.00	0.00
(a)					
Operating Expenses	\$107,084	\$206,825	\$249,189	\$306,613	\$99,788
Interdept. Charges	\$0	\$0	\$2,000	\$2,000	\$2,000
Total Expenditures (b):	\$107,084	\$206,825	\$251,189	\$308,613	\$101,788
General Government	\$15,912	\$15,912	\$17,160	\$17,700	\$1,788
Other Revenue	\$3,435	\$0	\$0	\$0	\$0
Total Revenues:	\$19,347	\$15,912	\$17,160	\$17,700	\$1,788
Tax Levy	\$87,737	\$190,913	\$234,029	\$290,913	\$100,000

(b) No County positions are directly budgeted for Criminal Justice Collaborating Council program, 1.0 FTE Mental Health Counselor is budgeted within the Mental Health Outpatient program and provides CTP services.

Additionally operating expenses include contracted coordinator, consulting and pretrial screening services.

(c) The 2003 estimate exceed 2003 budget due to carryover of 2002 expenditure authority approved through separate County Board ordinance.

Program Highlights

Operating expenses include; contracted pretrial screening services are budgeted at \$90,200, which is unchanged from 2003 budgeted levels. Pretrial screening services are anticipated to begin September 2003. Contracted screeners will collect and verify demographic and financial data for all jail inmates prior to their initial court appearance. Additionally, operating expenses include \$72,800 for Coordinator and Criminal Justice consulting services as well as funding for strategic planning, training and office related expenses.

Criminal Justice Collaborating Council (cont.)

Operating costs also include \$44,000 for the Community Transition Program (CTP) an increase of \$34,800 from 2003 budgeted levels. CTP programming includes expenditures for psychiatric services, medication, client transportation and living expenses. Personnel costs related to case management continue to be budgeted within the Mental Health Outpatient program budget.

Contracted Community Support (CSP) programming increases \$3,575 to \$35,400 and provides an increase of coordinator hours from 24 to 29 hours per week. CSP services are designed to coordinate community service opportunities for Huber inmates. This is a collaborative program funded through 50% County tax levy and Wisconsin Department of Corrections. General government revenue associated with the CSP program increases \$1,788 over 2003 budgeted levels to \$17,700.

Operating costs also include \$50,000 for contract services for future program implementation.

Interdepartmental charges include \$2,000 for phone and printing related expenses.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
CJCC/Committee Meetings	N/A	N/A	26	90	N/A
CTP Case Management Caseload	89	N/A	89	65	N/A
CTP Jail Contacts	208	N/A	150	150	N/A
CSP Community Service Hours	39,280	N/A	41,000	41,000	N/A

Long-Term Care Health & Human Services Fund Purpose/Summary

Fund Purpose

This fund provides for county administration of human services programs funded by county, state, and federal dollars. Major sources of revenue include: county funds, Social Security/Supplemental Security Income, Community Options Program funds, and Community Integration Program funds (Wisconsin Medical Assistance Waiver Programs). This fund includes services to eligible persons who are elderly, have a developmental disability, a long-term mental illness, a physical disability, and those adults that are incapable of providing for their needs for food, shelter, clothing, personal or health care due to diminished cognitive capacity.

Financial Summary

	2002 Actual	2003 Adopted Budget	2003 Estimate (a)	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
Long-Term Care Fund						
Personnel Costs	\$2,262,045	\$2,331,822	\$2,283,407	\$2,407,839	\$76,017	3.3%
Operating Expenses	\$24,951,410	\$26,292,773	\$27,080,975	\$28,573,523	\$2,280,750	8.7%
Interdept. Charges	\$173,981	\$205,056	\$201,147	\$226,534	\$21,478	10.5%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$27,387,436	\$28,829,651	\$29,565,529	\$31,207,896	\$2,378,245	8.2%
General Government	\$23,606,393	\$24,601,527	\$25,589,126	\$26,918,235	\$2,316,708	9.4%
Charges for Services	\$398,981	\$520,400	\$452,860	\$448,600	(\$71,800)	-13.8%
Other Revenue	\$2,079,997	\$1,899,209	\$2,023,500	\$2,041,300	\$142,091	7.5%
Total Revenues	\$26,085,371	\$27,021,136	\$28,065,486	\$29,408,135	\$2,386,999	8.8%
Tax Levy	\$1,302,065	\$1,808,515	\$1,500,043	\$1,799,761	(\$8,754)	-0.5%

Position Summary (FTE)

Regular Positions	34.50	33.50	33.50	32.50	(1.00)
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.02	0.02	0.02	0.02	0.00
Total	34.52	33.52	33.52	32.52	(1.00)

(a) The 2003 estimate exceeds 2003 adopted budget, the Department anticipates the need to process an ordinance in the 4th quarter to appropriate additional revenue and expenditure authority.

Departmental Objectives

1. Increase federal financial participation by converting eligible individuals with developmental disabilities from community aids/tax levy funding to Medicaid waiver funding. (1st Quarter 2004) (Critical Issue #2)
2. Provide targeted training to assist staff to more accurately reflect time spent and recording of case management hours. (1st Quarter 2004) (Critical Issue #2)
3. Develop a method to measure client/customer satisfaction with the LTC services that are provided and purchased. Test and implement the methodology. (4th Quarter 2004) (Critical Issue #3)
4. Relocate 10 frail elderly and/or individuals with physical disabilities from skilled nursing facilities to community settings pending the availability of state and federal funding. (4th Quarter 2004) (Critical Issue #1)

Major Departmental Strategic Achievements from 7/01/02 to 6/30/03

1. Developed a database that identifies Long Term Care Division clients that may be at risk of vulnerability due to temperature extremes, power outages, floods, etc. Division supervisors maintain the accuracy of the information. (Critical Issue #1, 3, and 4)
2. Purchased intensive behavioral treatment for individuals with developmental disabilities who exhibit extremely challenging behaviors. Due to treatment success, two individuals have been returned to community settings. (Critical Issue #1)
3. Expanded the pool of residential providers by three to meet the needs of Long Term Care Division clients. All three new providers specialize in providing residential services to individuals who exhibit challenging behaviors. (Critical Issue #1)
4. Relocated 13 frail elderly and individuals with physical disabilities from skilled nursing facilities to community settings. The Department of Health and Family Services made state and federal funding available to accomplish this goal. Besides these relocations, the division was also able to provide services to 81 frail elderly and people with physical disabilities who were waiting for a variety of services. (Critical Issue #2)

Adult Protective Services/Community Care

Program Description

Provides cost effective service intervention for vulnerable adults to ensure their safety and well being, protects them from exploitation and harm, and preserves their maximum level of personal independence. Also administers the Alzheimer's Families Caregiver Support Program.

**Performance Measures**

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Completion of court-ordered comprehensive evaluation within 96 hours prior to final hearing	100%	100%	100%	100%	0%

Standard

100% compliance, penalty for non-compliance is fines and/or incarceration.

Staffing (FTE)	9.00	8.00	8.00	8.00	0.00
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Personnel Costs	\$542,566	\$524,756	\$530,817	\$558,505	\$33,749
Operating Expenses	\$461,978	\$522,466	\$504,933	\$543,537	\$21,071
Interdept. Charges	\$17,595	\$20,980	\$21,555	\$23,779	\$2,799
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$1,022,139	\$1,068,202	\$1,057,305	\$1,125,821	\$57,619
General Government	\$358,314	\$358,544	\$358,544	\$358,544	\$0
Charges for Services	\$35,918	\$60,000	\$35,900	\$40,000	(\$20,000)
Other Revenue	\$34,920	\$7,589	\$18,900	\$19,500	\$11,911
Total Revenues:	\$429,152	\$426,133	\$413,344	\$418,044	(\$8,089)
Tax Levy	\$592,987	\$642,069	\$643,961	\$707,777	\$65,708

**Program Highlights**

Personnel costs increase due to wage adjustments and health insurance increases.

Operating expenses increase due to rising contracted services costs of \$23,934 reflecting cost of living adjustments and the specific service needs of clients served. Operating expense increases are partially offset by a \$2,843 decrease in costs associated with the unfunding 1.00 FTE Human Services Support Specialist in the 2003 department budget. Interdepartmental charges increase primarily due to higher computer maintenance charges.

Charges for service revenues decrease \$20,000 due to the inability to recover costs associated with protective services/placement from clients served. Other revenues increase \$11,911, a result of the department becoming protective payee for several clients served in this program area.

**Activity**

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Number of Watts Court Ordered Assessment Reviews	176	210	206	210	—
Alzheimer's Families Caregiver Support Clients Served	26	26	26	26	—

Developmental Disabilities Services

Program Description

Provides, arranges, coordinates, and manages specialized cost effective services to children and adults who have a disability attributable to mental retardation, cerebral palsy, epilepsy, autism, prader-willi syndrome and traumatic brain injury. Services are directed toward the prevention and alleviation of a developmental disability or toward the social, personal, physical or economic habilitation or rehabilitation of an individual with such a disability. Expenditures in this program area are funded through a combination of Medical Assistance, Community Aids and tax levy.

**Performance Measures**

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Number of recorded case management hours as a percentage of total available hours.	55%	56%	56%	58%	2%

Dept. Standard

The number of recorded case management hours has a direct impact on Medicaid and Medicaid Waiver revenue. The activities staff can record as case management are well defined by federal and state rules.

Staffing (FTE)	13.50	13.50	13.50	13.50	0.00
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Personnel Costs	\$1,003,919	\$1,054,627	\$1,054,477	\$1,105,224	\$50,597
Operating Expenses	\$8,833,905	\$9,175,952	\$9,155,817	\$10,288,934	\$1,112,982
Interdept. Charges	\$85,125	\$92,254	\$94,963	\$105,340	\$13,086
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$9,922,949	\$10,322,833	\$10,305,257	\$11,499,498	\$1,176,665
General Government	\$6,274,529	\$6,434,549	\$7,040,875	\$7,600,748	\$1,166,199
Charges for Services	\$109,005	\$120,000	\$135,360	\$125,000	\$5,000
Other Revenue	\$1,989,203	\$1,837,020	\$1,950,000	\$1,967,200	\$130,180
Total Revenues:	\$8,372,737	\$8,391,569	\$9,126,235	\$9,692,948	\$1,301,379
Tax Levy	\$1,550,212	\$1,931,264	\$1,179,022	\$1,806,550	(\$124,714)

Program Highlights

Personnel costs increases reflect cost to continue 13.50 FTE.

Operating expenses increase due to the conversion of eligible individuals from community aids/tax levy funding to Medicaid waiver funding increasing CIP IB Local Match expenses by \$1,361,709. Days of care increase by 13,504 days. Brain injury waiver expenses increase by \$173,385 as days of care increase 747 days. This is offset by a decrease in contracted service of \$421,580. Interdepartmental charges increase primarily due to a reallocation of central services postage charges of \$10,000 from fund 150 to fund 310 to more accurately reflect volume and a \$5,990 increase in computer maintenance charges. These interdepartmental charge increases are partially offset by a \$3,030 decrease in printing and copy charges.

General government revenues increase primarily due to CIP IB Local Match revenue of \$963,618 and Brain Injury waiver revenue of \$195,181. Other revenues increase due to cost of living adjustments in social security revenue and anticipated recoveries from select vendors.

Activity**Waiver Services – Brain Injury****Overview:**

A Medical Assistance waiver for a limited number of people with brain injuries who need significant supports in the community. Persons eligible for the brain injury waiver must be eligible for Medicaid and meet the definition of brain injury in HSS 51.01 (2g) of the Wisconsin State statutes. In addition, the persons must be receiving or be eligible to receive post acute rehabilitation services in a nursing home or hospital designated as a special unit for brain injury rehabilitation by the Wisconsin Medical Assistance Program (WMAP). The person must also have, as a result of the injury, significant physical, cognitive, emotional and/or behavioral impairments.



 Developmental Disabilities Services (Cont.)

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Waiver Services - Brain Injury-Days of Care	5,749	5,475	6,205	6,222	747
Waiver Services - Brain Injury-Avg Cost/Day	\$152.26	\$142.80	\$152.44	\$157.02	\$14.22

Waiver Services – CIP 1B Local Match**Overview:**

Funded by Medical Assistance (federal share), community aids and tax levy (local match) to provide community services to persons with developmental disabilities who are relocated or diverted from nursing homes and Intermediate Care Facilities – Mental Retardation (ICF's-MR) other than the State Centers for the Developmentally Disabled.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Waiver Services – CIP 1B Local Match-Days of Care	64,569	65,482	67,113	78,986	13,504
Waiver Services – CIP 1B Local Match- Avg Cost/Day	\$56.92	\$57.06	\$65.03	\$67.18	\$10.12

Family Support Program**Overview:**

The Family Support Program (state funded) was created to enable parents of children who have severe disabilities to care for their children in their own homes rather than placing them in institutions or other out-of-home placements, thereby enhancing the quality of their life.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Number of Participants	90	85	91	85	—
Cost/year/participant	\$2,497.00	\$2,616.00	\$2,449.00	\$2,616.00	—

 Community Integration/Options Services
Program Description

Arranges, coordinates, and manages cost effective service to eligible persons with infirmities of aging, persons with physical disabilities, developmental disabilities, and serious mental illness to divert or relocate these individuals from Medical Assistance funded institutional care. Expenditures in this program area are funded through a combination of Medical Assistance and Community Options Program funding.

**Performance Measures**

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Number of recorded case management hours as a percentage of total available hours.	58%	56%	59%	58%	2%

Dept. Standard

The number of recorded Medicaid waiver funded case management hours has a direct impact on revenues. The activities staff can record as case management are well defined by state rules.

Long-Term Care Health & Human Services Program

Community Integration/Options Services (cont.)

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	12.02	12.02	12.02	11.02	(1.00)
Personnel Costs	\$715,560	\$752,439	\$698,113	\$744,110	(\$8,329)
Operating Expenses	\$15,655,527	\$16,594,355	\$17,420,225	\$17,741,052	\$1,146,697
Interdept. Charges	\$71,261	\$91,822	\$84,629	\$97,415	\$5,593
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$16,442,348	\$17,438,616	\$18,202,967	\$18,582,577	\$1,143,961
General Government	\$16,973,550	\$17,808,434	\$18,189,707	\$18,958,943	\$1,150,509
Charges for Services	\$254,058	\$340,400	\$281,600	\$283,600	(\$56,800)
Other Revenue	\$55,874	\$54,600	\$54,600	\$54,600	\$0
Total Revenues:	\$17,283,482	\$18,203,434	\$18,525,907	\$19,297,143	\$1,093,709
Tax Levy	(\$841,134)	(\$764,818)	(\$322,940)	(\$714,566)	\$50,252



Program Highlights

Personnel costs increases associated with wage adjustments and health insurance cost increases for 11.02 FTE are more than offset by the transfer of 1.00 FTE accounts payable staff from the Long Term Care division to the Human Services Fund Administrative program. The transfer accommodates the state's cost reporting methodology, which requires administrative staff to be assigned to administrative cost centers. Operating expenses increase primarily due to increased days of care as follows:

Funding Source	Expense	Days
COP	↑ \$133,008	↑ 2,674
CIP II	↑ \$215,369	↑ 2,987
COP-W	↑ \$223,025	↑ 10,622
CIPIB	↑ \$149,224	↓ 302
CIPIB-COP	↑ \$375,682	↑ 53
CIP 1A	↑ \$56,546	↑ 60

The above operational expenses for increased days of care are slightly offset by various small decreases in cost.

Interdepartmental charges increase due to computer maintenance charges.

General government revenues increase reflecting the Medicaid waiver activity outlined above. Charges for services decrease \$56,800 mostly due to fewer Medicaid personal care eligible clients.



Activity

Community Options Program (COP)

Overview:

The Community Options Program or "regular community options" uses state funds to deliver community-based services to Wisconsin citizens who need long term assistance in performing activities of daily living. These state funds may also be used to fund the match, if necessary, for waiver programs such as CIP 1A, CIP 1B and COP-Waiver.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
COP – Days of Care	39,258	40,880	44,000	43,554	2,674
COP – Avg Cost per Day of Care	\$26.03	\$24.48	\$24.50	\$25.82	\$1.34

Community Integration/Options Services (Cont.)

Community Integration Program II (CIP II)**Overview:**

Funded by Medical Assistance to provide community services to elderly and physically disabled persons after a nursing home bed is closed due to relocation activities.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
CIP II – Days of Care	21,167	21,170	23,102	24,156	2,986
CIP II – Avg Cost per Day of Care	\$47.33	\$46.98	\$49.16	\$51.95	\$4.97

Community Options Program Waiver (COP-W)**Overview:**

Funded by Medical Assistance (federal share) and COP (local match) to provide home and community-based care to elderly and physically disabled citizens who have long-term care needs and who would otherwise be eligible for Medical Assistance reimbursement in a nursing home.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
COP W – Days of Care	127,660	129,819	130,004	140,441	10,622
COP W – Avg Cost per Day of Care	\$53.37	\$52.67	\$57.21	\$53.00	\$3.33

Community Integration Program 1B – Fully Funded**Overview:**

Funded by Medical Assistance (federal share) and COP (local match) to provide community service to persons with developmental disabilities who are relocated or diverted from nursing homes and Intermediate Care Facilities – Mental Retardation.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
CIP 1B – Days of Care	21,252	23,360	22,995	23,058	(302)
CIP 1B - Avg Cost per Day of Care	\$103.59	\$110.78	\$111.63	\$116.06	\$5.28

Community Integration Program 1B – COP as Match**Overview:**

Funded by Medical Assistance (federal share) and COP (local match) to provide community service to person with developmental disabilities who are relocated or diverted from nursing homes and Intermediate Care Facilities – Mental Retardation.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
CIP 1B – Days of Care	18,937	19,345	19,314	19,398	53
CIP 1B - Avg Cost per Day of Care	\$128.41	\$127.32	\$143.38	\$148.18	\$20.86

Community Integration Program 1A – Fully Funded**Overview:**

Funded by Medical Assistance (federal share) and COP (local match) to provide community service to persons with developmental disabilities who are relocated from the State Centers for the Developmentally Disabled.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
CIP 1A – Days of Care	21,434	21,900	21,855	21,960	60
CIP 1A - Avg Cost per Day of Care	\$172.45	\$180.54	\$182.19	\$188.14	\$7.60

Health & Human Services Fund Purpose/Summary

Mental Health Center Fund

Fund Purpose

This fund reports operations at the Mental Health Center for accounting purposes and State/Federal reporting including Medicare Cost Report requirements. This fund provides for all services related to admissions to the hospital for psychiatric emergency and other psychiatric hospitalizations.

Financial Summary

	2002 Actual	2003 Adopted Budget	2003 Estimate (a)	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
Mental Health Center Fund						
Personnel Costs	\$2,752,386	\$2,829,422	\$2,844,096	\$2,973,550	\$144,128	5.1%
Operating Expenses	\$804,111	\$857,436	\$942,284	\$983,360	\$125,924	14.7%
Interdept. Charges	\$445,062	\$523,752	\$502,712	\$526,086	\$2,334	0.4%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$4,001,559	\$4,210,610	\$4,289,092	\$4,482,996	\$272,386	6.5%
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$1,896,259	\$2,250,600	\$1,992,000	\$2,084,000	(\$166,600)	-7.4%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$4,586	\$0	\$0	\$50,000	\$50,000	N/A
Total Revenue	\$1,900,845	\$2,250,600	\$1,992,000	\$2,134,000	(\$116,600)	-5.2%
Tax Levy (b)	\$2,100,714	\$1,960,010	\$2,297,092	\$2,348,996	\$388,986	19.8%

Position Summary (FTE)

Regular Positions	39.96	39.96	39.96	40.46	0.50
Extra Help	3.30	3.30	3.30	2.18	(1.12)
Overtime	0.52	0.52	0.52	0.52	0.00
Total	43.78	43.78	43.78	43.16	(0.62)

- (a) The 2003 estimate exceeds the 2003 adopted budget, the Department anticipates the need to process an ordinance in the 4th quarter to appropriate additional revenue and expenditure authority.
- (b) Other revenues include fund balance of \$50,000 in 2004.
- (c) The adopted levy for 2002 was \$2,046,034. The amount shown for 2002 is actual expenditures less actual revenue.

Departmental Objectives

1. Provide individual assessments, utilization review, and discharge planning for a projected 1,227 clients in 2004 to meet 51.42 service requirements. (Critical Issue #1)
2. Provide AODA support services for an expected 100 clients processed through 51.45 detentions to meet 51.42 statutory requirements for detoxification services. (Critical Issue #1)
3. Continue computerization upgrades in the inpatient service area to implement Avatar Practice Management System. (Critical Issue #3)

Major Departmental Strategic Achievements from 7/01/02 to 6/30/03

1. Provided individual assessments, utilization review, and discharge planning for 1,219 clients to meet 51.42 service requirements. (Critical Issue #1)
2. Provided AODA support services for 93 clients processed through 51.45 detentions to meet 51.42 statutory requirements for detoxification services. (Critical Issue #1)
3. Implemented computerization upgrades in the inpatient service area to increase internet/intranet access/drug interaction programs and to fully utilize PeopleLink. (Critical Issue #3)
4. The department utilized the video conferencing system in 2003 to reduce transportation and associated costs with patient court hearings. (Critical Issue #3)

Hospital Inpatient Service

Program Description

The inpatient program of the Mental Health Center provides 24-hour care to court-involved and voluntary mentally ill individuals for which a range of services are included such as diagnosis; medication monitoring and stabilization; individual, couple, and group counseling; and development of aftercare services.



Performance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Overall Patient Care					
Utilization of the Mental Health Center**	94%	95%	95%	95%	0%

Standard

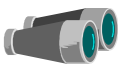
The Mental Health Center provides 95% of all adult mental health inpatient care delivered through Health and Human Services. Use of outside inpatient facilities for mental health inpatient care should be less than 5% of total inpatient care delivered through Department of Health and Human Services.

** Occasionally patients need to be served in an inpatient setting outside of the Mental Health Center due to specialized treatment needs or security, overflow and patient safety concerns. The incidents should remain less than 5% of all inpatient admissions authorized by Department of Health and Human Services.

Mental Health Center Fund Health and Human Services Program

Hospital Inpatient Service (cont.)

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	43.78	43.78	43.78	43.16	(0.62)
Personnel Costs	\$2,752,386	\$2,829,422	\$2,844,096	\$2,973,550	\$144,128
Operating Expenses	\$804,111	\$857,436	\$942,284	\$983,360	\$125,924
Interdept. Charges	\$445,062	\$523,752	\$502,712	\$526,086	\$2,334
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$4,001,559	\$4,210,610	\$4,289,092	\$4,482,996	\$272,386
General Government	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,896,259	\$2,250,600	\$1,992,000	\$2,084,000	(\$166,600)
Other Revenue	\$4,586	\$0	\$0	\$50,000	\$50,000
Total Revenues:	\$1,900,845	\$2,250,600	\$1,992,000	\$2,134,000	(\$116,600)
Tax Levy	\$2,100,714	\$1,960,010	\$2,297,092	\$2,348,996	\$388,986



Program Highlights

Personnel cost increases reflect general wage and benefit increases for base staff and an additional \$39,700 for staffing needs associated with extended family/medical leaves. In order to provide for a more stable staffing pattern in a 24-hour environment, two 0.50 FTE regular part-time Registered Nurses positions are created and funded through the reduction of 1.12 FTE extra help Registered Nurse positions. Personnel costs also reflect the transfer of a 0.50 FTE Account Clerk II to the Human Services Fund to facilitate administrative cost reporting.

Operating expenses increase \$125,924 reflecting service trends as well as inflationary cost increases. Major base operating increases include; \$66,000 for medication expenses, \$25,000 for medical services, \$8,500 for food service and \$6,175 for transcription. Operating expenses also include \$24,953 in one-time expenses necessary to retrofit patient rooms with safer hardware and fixtures as recommended by state engineering staff.

Interdepartmental charges increase \$2,334 reflecting a \$25,600 increase in building maintenance and housekeeping associated with increased activity, being partially offset by a \$15,000 reallocation of collection charges to the Human Services Fund and a \$8,960 decrease in imaging charges.

Charges for service revenue decrease based on a review of 2003 six-month actual revenue experience. Other revenues increase \$50,000 reflecting the appropriation of Mental Health Center Fund balance to fund one-time building maintenance projects and the costs associated with retrofitting patient rooms with safer fixtures/hardware.



Activity

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Days of Care	7,127	7,462	7,574	7,595	133
Admissions	1,189	1,148	1,224	1,227	79
Discharges	1,182	1,148	1,224	1,227	79
Average Length of Stay	6.1	6.5	6.5	6.5	0

General Fund	Health & Human Services	Fund Purpose/ Summary
Public Health		

Fund Purpose

The primary purpose of Public Health Services is to address aggregate populations who are at risk for diseases or injuries that are within the scope of prevention, protection or control.

Financial Summary

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
General Fund						
Personnel Costs	\$2,116,190	\$2,312,454	\$2,040,307	\$2,390,534	\$78,080	3.4%
Operating Expenses	\$410,555	\$348,738	\$386,423	\$447,335	\$98,597	28.3%
Interdept. Charges	\$150,402	\$202,315	\$177,282	\$178,905	(\$23,410)	-11.6%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$2,677,147	\$2,863,507	\$2,604,012	\$3,016,774	\$153,267	5.4%
General Government	\$645,902	\$622,395	\$619,685	\$718,534	\$96,139	15.4%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$281,989	\$250,571	\$244,863	\$274,210	\$23,639	9.4%
Interdepartmental	\$3,243	\$2,278	\$3,079	\$2,190	(\$88)	-3.9%
Other Revenue	\$2,921	\$0	\$0	\$0	\$0	N/A
Total Revenues	\$934,055	\$875,244	\$867,627	\$994,934	\$119,690	13.7%
Tax Levy (a)	\$1,743,092	\$1,988,263	\$1,736,385	\$2,021,840	\$33,577	1.7%

(a) The adopted levy for 2002 was \$1,888,475. The amount shown for 2002 is actual expenditures less actual revenue a difference of \$145,383.

Position Summary (FTE)

Regular Positions	36.20	36.20	36.20	35.94	(0.26)
Extra Help	5.59	3.69	3.69	3.64	(0.05)
Overtime	0.05	0.05	0.05	0.02	(0.03)
Total	41.84	39.94	39.94	39.60	(0.34)

Departmental Objectives

1. The Public Health Division's primary objectives for 2004 is to build local and regional public health infrastructure to respond to bio-terrorism and infectious disease outbreaks through membership and accomplishments of the Milwaukee-Waukesha Public Health Consortium preparedness objectives listed below. (4th Qtr. 2004) (Strategic Plan Critical Issue # 4)
2. The Milwaukee-Waukesha Consortium member agencies will be better prepared to receive and distribute federal emergency pharmaceuticals and medical supplies by completing an operational Strategic National Stockpile (SNS) Plan that is referenced or appended to their local/county Emergency Operations Plan (EOP). (4th Qtr. 2004) (Strategic Plan Critical Issue # 4)
3. The Milwaukee-Waukesha Consortium member agencies will be better prepared to respond to bio-terrorism, other outbreaks of infectious disease, and other public health threats and emergencies as part of an overall post-event preparedness strategy by maintaining a trained Post-Event Response Team (PERT). (4th Qtr. 2004) (Strategic Plan Critical Issue # 4)
4. An operational Consortium Public Health Preparedness and Response Plan that is referenced in or appended to each member agency's local/county Emergency Operations Plan (EOP) will be completed to better prepare the Milwaukee-Waukesha Consortium to respond to bio-terrorism, other outbreaks of infectious disease, and other public health threats and emergencies (4th Qtr. 2004) (Strategic Plan Critical Issue # 4)
5. Participate in a Mass Vaccination Exercise that incorporates applicable Strategic National Stockpile Plans conducted by the Consortium to better prepare the Milwaukee-Waukesha Consortium member agencies to respond to bio-terrorism, other outbreaks of infectious disease, and other public health threats and emergencies. (4th Qtr. 2004) (Strategic Plan Critical Issue # 4)
6. Increase the capacity of the Milwaukee-Waukesha Consortium member agencies (or having access to) professionals that are able to address core public health competencies in one or more areas of infectious disease control, epidemiology, data gathering, chemical/environmental event response, training, public education, information technology, and communication to better prepare the Milwaukee-Waukesha Consortium member agencies to respond to bio-terrorism, other outbreaks of infectious disease, and other public health threats and emergencies. (4th Qtr. 2004) (Strategic Plan Critical Issue # 4)
7. Develop a Consortium 24 hours a day, 7 days a week (24/7 Response Plan and successfully completing an off business hours test of the plan in each member agency's jurisdiction to better prepare the Milwaukee-Waukesha Consortium member agencies to respond to bio-terrorism, other outbreaks of infectious disease, and other public health threats and emergencies. (4th Qtr. 2004) (Strategic Plan Critical Issue # 4)
8. Sign a statewide Consortia Mutual Aid Agreement for coordination of public health preparedness and readiness between Consortia that extends across respective boundaries to better prepare the Milwaukee-Waukesha Consortium member agencies to respond to bio-terrorism, other outbreaks of infectious disease, and other public health threats and emergencies. (4th Qtr. 2004) (Strategic Plan Critical Issue # 4)
9. Develop and implement a Consortium training plan based on needs assessment results and core public health competencies to better prepare the Milwaukee-Waukesha Consortium member agencies to respond to bio-terrorism, other outbreaks of infectious disease, and other public health threats and emergencies. (4th Qtr. 2004) (Strategic Plan Critical Issue # 4)

Departmental Objectives (con't)

10. The special populations section of the Waukesha County Public Health Division Local Emergency Operations Plan will address the unique needs of the Maternal and Child Health Population. (4th Qtr.)
(Strategic Plan Critical Issue # 4)

Major Department Strategic Achievements from 7/01/02 to 6/30/03

- 1) The Public Health Division accomplished three out of seven 2003 objectives. Achievements are listed below. The Division continues to work on the remaining four 2003 objectives.
- 2) The countywide emergency government Bio-terrorism Plan was completed and tested.
- 3) The Division participated in the Milwaukee-Waukesha Public Health Regional Consortium and is integrating the Waukesha County Bio-terrorism Response Plan into the Regional Preparedness and Bio-terrorism Response Plan.
- 4) The Division obtained employee personal protective clothing and gear to respond and contain bio-terrorism events or new communicable disease outbreaks. Staff received training on use of this equipment.

Administration

Program Description

The Public Health Administration staff provides administrative support to the public health sections; provides public health assessment, program development and evaluation; maintains the budget through management of expenditures and collection of revenues; manages grants, contracts and interdepartmental services; oversees facility maintenance; and provides timely reports for accountability.



Performance Measures

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
The Public Health Division will have multiple communication systems in place to ensure timely response to Public Health threats including Bioterrorism.	3 Systems	6 Systems	6 Systems	*8 Systems	2 Systems

*The systems will include the use of telephones, fax, E-mail, Telecommunication Device for the Deaf (TDD), language line, Fax Blast, radios and Blackberry units

Staffing (FTE)	3.50	3.76	3.76	3.47	(0.29)
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Personnel Costs	\$207,838	\$233,539	\$221,427	\$233,834	\$295
Operating Expenses	\$54,244	\$43,447	\$39,318	\$34,942	(\$8,505)
Interdept. Charges	\$76,823	\$49,819	\$41,175	\$38,857	(\$10,962)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$338,905	\$326,805	\$301,920	\$307,633	(\$19,172)
General Government	\$15,000	\$24,269	\$0	\$0	(\$24,269)
Other Revenue	\$2,921	\$0	\$0	\$0	\$0
Total Revenues:	\$17,921	\$24,269	\$0	\$0	(\$24,269)
Tax Levy	\$320,984	\$302,536	\$301,920	\$307,633	\$5,097



Program Highlights

Personnel costs reflect general wage and employee benefit cost increases mainly offset by the transfer of \$7,500 for 0.20 FTE Public Health Technician to the Child Health program and a transfer \$2,181 of 0.06 FTE Public Health Technician to Communicable Disease and an \$1,200 or 0.03 FTE decrease in overtime. Operating expenses and Interdepartmental charges are reduced due to a \$24,269 reduction of the Prevention Grant funding which is reflected in the General Government revenues.



Activity

The Public Health Manager participated in the first Milwaukee-Waukesha Public Health Unified Incident Command Center to bring under control the Monkeypox communicable disease outbreak in the Milwaukee and Waukesha Counties areas. This was the first time in the nation's history that this type of Incident Command Center was called up to contain a new infectious disease that arrived in the Western hemisphere.

Program Description

The Child Health Program is directed toward high-risk children who are at-risk for lead poisoning, retarded growth and development and medical problems due to neglect or abuse. Various public health local tax supported prevention projects are offered to Waukesha County high-risk children. They are Childhood Lead Poisoning screenings, Healthcheck physical examination screenings and Child At Risk (CAR) physical assessments of possibly physically abused and medically neglected children. Two State Grants enhance two local tax supported projects. They are: the Prevention of Child Abuse and Neglect Grant (POCAN) which provides case management to first time parents who are high risk and on Medicaid; and Childhood Lead Poisoning Prevention Grant provides funds to outreach high risk Latino families in houses built prior to 1950 or 1978 when lead based paints were used.

The purpose of child health services is to insure a healthy Waukesha citizenry.



Performance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Number of children tested for lead poisoning.	1,201	1,200	1,200	1,200	0
Number of Latino children screened for lead under the Lead Grant.	520	550	550	575	25
Total number of children treated for lead poisoning.	5	15	15	15	0
Number of Healthcheck examinations.	1,320	1,350	1,350	1,360	10
Number of Healthcheck serious health problems remediated/treated.	20	20	20	20	0
Number of CAR high risk/neglected children case managed.	236	200	200	200	0
Number of CAR high risk/neglected children entering Child Protective Services.	3	3	3	3	0
Number of POCAN high risk/neglected children case managed.	55	33	33	33	0
Number of POCAN high risk/neglected children entering child protective services.	0	0	1	0	0

Child Health (cont'd)

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	5.50	4.45	4.45	4.65	0.20
Personnel Costs	\$198,959	\$250,148	\$191,915	\$272,240	\$22,092
Operating Expenses	\$133,379	\$112,804	\$111,717	\$111,184	(\$1,620)
Interdept. Charges	\$13,675	\$14,517	\$10,863	\$13,785	(\$732)
Total Expenditures:	\$346,013	\$377,469	\$314,495	\$397,209	\$19,740
General Government	\$172,087	\$154,250	\$148,129	\$149,570	(\$4,680)
Charges for Services	\$103,047	\$51,200	\$77,461	\$74,850	\$23,650
Total Revenues:	\$275,134	\$205,450	\$225,590	\$224,420	\$18,970
Tax Levy	\$70,879	\$172,019	\$88,905	\$172,789	\$770

Program Highlights

Personnel costs reflect general wage and employee benefit cost increase and the transfer in of \$7,500 for a 0.20 FTE Public Health Technician from the Administration division as a result of redirecting program emphasis due to grant funding changes. Operating expenses and interdepartmental charges are decreasing primarily due to the slightly lower Lead Grant funding in 2004.

General government funding is decreasing mostly due to a reduced 2004 Lead Grant. Charges for services revenue is increasing due to an increased number of Child and Adolescent Health Check examinations and an increase in Title 19 Health Check Revenues that result from increased billing efficiencies.

Activity

The Public Health Division and the Waukesha County Prevention Network is conducting a Child Lead Poisoning Prevention Community Awareness Campaign through 17 schools in Waukesha County. These schools are participating in Lead Poisoning Prevention educational displays and distributing educational packets.

Maternal Health

Program Description

The Maternal Health Case Management Program is targeted to Waukesha County low-income pregnant women at risk for delivering malformed and/or developmentally delayed infants due to malnutrition and low birth weight, alcohol and drug abuse and cigarette smoking.



Performance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Number of women enrolled in Prenatal Care Coordination Program.	104	100	100	100	0
Number of enrolled women who successfully completed the PNCC Program.	92	95	95	95	0
Number of women who delivered full term babies of average birth weight.	83	95	95	95	0
Staffing (FTE)	4.80	4.80	4.80	4.80	0.00

Personnel Costs	\$273,249	\$294,044	\$262,155	\$312,770	\$18,726
Operating Expenses	\$53,118	\$55,653	\$49,874	\$51,266	(\$4,387)
Interdept. Charges	\$10,695	\$17,953	\$15,554	\$20,741	\$2,788
Total Expenditures:	\$337,062	\$367,650	\$327,583	\$384,777	\$17,127
General Government	\$73,923	\$72,879	\$82,639	\$82,639	\$9,760
Charges for Services	\$39,580	\$40,000	\$43,166	\$40,000	\$0
Total Revenues:	\$113,503	\$112,879	\$125,805	\$122,639	\$9,760
Tax Levy	\$223,559	\$254,771	\$201,778	\$262,138	\$7,367



Program Highlights

Personnel costs reflect general wage and employee benefit cost increases. Operating expenses are decreasing mainly as a result of state discontinuation of a billable service for paraprofessionals providing Maternal and Child Health educational instruction in the home. Interdepartmental charges reflect an increase in the end user technology fee and computer maintenance charges.

General government revenue reflects a \$9,760 increase in the 2004 Maternal and Child Health state contract funding level over the 2003 budget amount.



Activity

The Public Health Division and the Waukesha Family Practice launched a new Prenatal Care Coordination (PNCC) enrollment process at the Family Practice Center. Public Health Nurses were assigned to the Family Practice Center to immediately enroll the women referred by the medical staff. The initiative has increased access to the Public Health Division PNCC Program and continues to support positive birthing outcomes for these clients.

Women, Infants, Children Nutrition Program (WIC)

Program Description

The Women, Infants and Children Nutrition (WIC) federally funded program provides nutrition assessments for prenatal and postpartum lactating mothers, infants under one year and children through five years of age. Nutrition recommendations are offered with corresponding vouchers specifically outlining food purchases that will remedy nutritional deficits.



Performance Measures

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Reduce nutrition related diseases by maintaining monthly WIC enrollment of at-risk mothers, infants and children.	1,963	2,120	2,120	2,120	0
Reduce low birth weight infants by increasing the enrollment of pregnant women in the first trimester.	162	181	181	196	15
Children identified with iron deficiencies.	115	116	118	119	3
Increase the percent of iron deficiency improvements within six months of entering the WIC nutrition program.	93 81%	92 80%	100 85%	102 86%	10 6%

Staffing (FTE)	5.07	5.07	5.07	5.07	0.00
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Personnel Costs	\$256,672	\$247,018	\$249,250	\$263,201	\$16,183
Operating Expenses	\$14,942	\$19,224	\$15,440	\$10,920	(\$8,304)
Interdept. Charges	\$23,617	\$28,989	\$29,459	\$25,582	(\$3,407)
Total Expenditures:	\$295,231	\$295,231	\$294,149	\$299,703	\$4,472
General Government	\$295,231	\$295,231	\$294,149	\$299,703	\$4,472
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$295,231	\$295,231	\$294,149	\$299,703	\$4,472
Tax Levy	\$0	\$0	\$0	\$0	\$0



Program Highlights

Personnel costs reflect general wage and employee benefit cost increases. Operating expenses decrease primarily due to a reduction in two off site WIC Program Women Infant and Children satellite sites. Interdepartmental charges decrease due to estimated lower operating costs including gasoline and vehicle replacement charges, along with lower printing costs.

General government revenue reflects an increase in the 2004 WIC Grant funding allocation.

Women, Infants, Children Nutrition Program (WIC) (cont'd)

	<u>WIC Nutrition Services</u>				
	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>
State estimated eligible population per month	3,068	3,068	3,068	3,068	3,068
Average number of mothers, infants/children served per month	2,059	2,070	1,963	2,120	2,120
Total number of mothers, infants/children served per year	4,166	4,206	4,020	4,170	4,170

From July 1, 2002 to June 30 2003, WIC food vouchers supplemented Waukesha County commerical food vendors by \$1,435,689 dollars and local Waukesha County produce farmers by \$30,000 dollars.

Adult Health

Program Description

Adult health case management services are targeted to high risk, medically compromised adult and geriatric populations. Public health services are offered in clinics, worksites, and in the home. Services are directed at identifying early the preventable chronic diseases such as diabetes, heart disease and cancer. Medical crisis intervention is available through case management, which includes assessment and linking with medical and mental health providers and human services.

Performance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Worksite Health Screenings: Public Health screenings at various community locations, i.e., Health Fairs, Worksites and Wellness Programs	430	813	* 900	813	0
Numbers of medical problems identified and remediated	142	268	* 297	268	0
Adult Medical Crisis: Crisis Case Management: Individual Served - Public Health Care plans result in stabilization and enhanced independence. The Public Health Division standard is to stabilize 75% of all cases within 6 months.	122	120	120	120	0
Number of Public Health episodic home visit interventions needed for stabilization.	630	630	630	630	0

*Increased estimate due to a one-time large worksite event.

Staffing (FTE)	1.40	1.40	1.40	1.40	0.00
Personnel Costs	\$82,318	\$86,634	\$78,791	\$91,162	\$4,528
Operating Expenses	\$5,203	\$7,791	\$7,876	\$7,870	\$79
Interdept. Charges	\$2,366	\$12,950	\$13,086	\$4,348	(\$8,602)
Total Expenditures:	\$89,887	\$107,375	\$99,753	\$103,380	(\$3,995)
General Government	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$2,243	\$3,000	\$5,918	\$2,000	(\$1,000)
Interdepartmental	\$420	\$0	\$0	\$0	\$0
Total Revenues:	\$2,663	\$3,000	\$5,918	\$2,000	(\$1,000)
Tax Levy	\$87,224	\$104,375	\$93,835	\$101,380	(\$2,995)

Program Highlights

Personnel costs reflect general wage and employee benefit cost increases. Operating expenses are budgeted to slightly increase. Interdepartmental charges decrease reflect lower End User Technology Fund charges for computer replacement and maintenance charges. Charges for services revenue decrease \$1,000 to recognize lower expected worksite health screening revenues from 2003 budget levels.

Activity

The Public Health Division provided annual health screenings to the Waukesha County Mental Health Center Day Treatment and Community Outreach patients. Seventy-one (71) patients were screened. Thirty-eight (38) patients with medical problems were identified. All thirty-eight (38) patients received medical treatment. Early medical treatment reduces psychiatric relapses.

Communicable Disease Control

Program Description

The Public Health Division executes state of Wisconsin mandates to control local communicable diseases through surveillance, prevention and implementation of control measures. Foodborne outbreaks are controlled through integrated services with the Department of Environmental Resources. Occupational Safety and Health Act (OSHA) standards are interpreted and carried out to control blood borne pathogens and Hepatitis B and C in the County. The mandated 80 national reportable communicable diseases are routinely followed up and controlled. Public Health Disease Prevention Clinics are provided to control the vaccine preventable childhood communicable diseases along with providing health-screening activities to all age groups, health education counseling and referral. Pneumovax and flu vaccines are provided to children and adults in Waukesha County. International traveler education and immunization against communicable diseases is also offered to residents of Waukesha County.



Performance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Immunization Levels:					
The number of 2 year old children immunized by the Public Health Division (PHD).	276	324	* 265	260	(64)
The % of 2 year old children immunized by the PHD who have completed age appropriate immunizations will increase by 2% until 90% are fully immunized by age 2.	225	259	219	221	(38)
	81%	80%	83%	85%	5%
No. of communicable disease reports	576	570	592	570	0
No. of communicable diseases investigated	559	550	572	550	0
No. of requiring isolation to prevent transmission to public at time of report	33	30	46	30	0

*Reduction in the numbers is due to a higher number of children enrolled in the state's BadgerCare program which provides access to immunizations.

Staffing (FTE)	14.47	13.41	13.41	13.16	(0.25)
Personnel Costs	\$726,973	\$762,813	\$673,165	\$764,528	\$1,715
Operating Expenses	\$88,088	\$79,138	\$74,752	\$79,093	(\$45)
Interdept. Charges	\$20,023	\$49,202	\$39,202	\$48,038	(\$1,164)
Total Expenditures:	\$835,084	\$891,153	\$787,119	\$891,659	\$506
General Government	\$55,576	\$75,766	\$39,039	\$62,800	(\$12,966)
Charges for Services	\$127,403	\$144,827	\$113,038	\$145,860	\$1,033
Interdepartmental	\$2,823	\$2,278	\$1,279	\$2,190	(\$88)
Total Revenues:	\$185,802	\$222,871	\$153,356	\$210,850	(\$12,021)
Tax Levy	\$649,282	\$668,282	\$633,763	\$680,809	\$12,527

Communicable Disease Control (cont.)



Program Highlights

Personnel costs are increased due to general wage and employee benefit cost increases. Additional changes include a \$14,500 reduction due to unfunding of a 0.26 FTE for the Public Health Nurse II resulting from changes in the Immunization grant objectives, the transfer of \$2,100 for 0.06 FTE Public Health Technician from Administration and a reduction of \$1,706 for 0.05 FTE Registered Professional Nurse – Extra Help. Operating expenses are decreased slightly. Interdepartmental charges reflect a decrease in the end user technology fee charges for computer support.

General government revenue is decreasing by \$12,966 due to the discontinuation of the Supplemental Immunization Grant. Charges for services revenue is budgeted to increase based on an increase in the number of Influenza Immunizations and a \$2 or 11% fee increase.



Activity

The Public Health Division is responding to new emerging communicable diseases arriving in the Western Hemisphere. In the first quarter of 2003, the Division responded to Severe Acute Respiratory Syndrome (SARS) and the multi-state Monkeypox outbreak. Suspect Monkeypox cases were isolated and laboratory tested, and their human and animal contacts were monitored for illness. Disease control measures were implemented. An emergency smallpox vaccination clinic was conducted in the county for contacts to cases of Monkeypox. The Monkeypox outbreak was 100% contained in an efficient and timely manner.

Sexually Transmitted Diseases

Program Description

The Sexually Transmitted Disease (STD) Program is designed to identify, track and contain the spread of preventable sexually transmitted diseases. Public Health Services are provided to family physicians regarding current treatment schedules and are notified of incidence and prevalence rates of STD's in Waukesha County. STD clinics are available for assessment, treatment and counseling. Partner notification of exposure to an STD is provided. Anonymous HIV testing is made available to identify HIV infections. Persons with AIDS disease are followed up for disease control, education and linking to resources.



Performance Measures

Number of STD Infections in 2004 (Based on 2002 Actuals)

80% of STD infected clients identified at the Public Health Clinic that can be treated by the clinic, will be treated to control spread of Sexually Transmitted Diseases. Clients may require more than one treatment.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Number of STD Infections in 2004 (Based on 2002 Actuals)	101	130	80	100	(30)
80% of STD infected clients identified at the Public Health Clinic that can be treated by the clinic, will be treated to control spread of Sexually Transmitted Diseases. Clients may require more than one treatment.	80 (80%)	104 (80%)	64 (80%)	80 (80%)	(24) 0%

Staffing (FTE)

2.10

2.05

2.05

2.05

0.00

Personnel Costs	\$109,891	\$117,155	\$102,622	\$122,798	\$5,643
Operating Expenses	\$20,397	\$21,239	\$25,184	\$21,452	\$213
Interdept. Charges	\$340	\$6,855	\$4,561	\$4,994	(\$1,861)
Total Expenditures:	\$130,628	\$145,249	\$132,367	\$149,244	\$3,995
Charges for Services	\$9,716	\$11,544	\$5,280	\$11,500	(\$44)
Total Revenues:	\$9,716	\$11,544	\$5,280	\$11,500	(\$44)
Tax Levy	\$120,912	\$133,705	\$127,087	\$137,744	\$4,039



Program Highlights

Personnel costs primarily reflect general wage and employee benefit cost increases. Operating expenses are slightly increased. Interdepartmental charges are budgeted to decrease due to lower End User technology fund charges for computer support. Charges for services revenues are expected to remain at about the 2003 level.



Activity

	2002 <u>Actual</u>	2003 <u>Budget</u>	2003 <u>Estimate</u>	2004 <u>Budget</u>	Budget <u>Change</u>
STD Clinic Screening Project:					
Individuals screened	481	* 575	500	525	(50)
Continued intervention	245	250	230	240	(10)
STD Investigations	393	350	350	350	0
HIV Screenings	292	* 350	308	325	(25)
HIV Investigations	17	15	15	15	0
AIDS New Cases Reported	5	4	4	4	0
AIDS Cumulative Cases reported from 1982 through year end.	124	128	132	132	4

*The numbers for STD and HIV individuals screened reflect a decrease in population in the 25-34 year old age group based on the 2000 U.S. census for the County.

Community Health and Disease Surveillance

Program Description

The Community Health and Disease Surveillance Program (CHDS) is responsible for the monitoring of the incidence and prevalence rates of emerging County-wide public health problems, preventable chronic diseases, communicable diseases, and environmental disease related issues. This program provides statistical research, analysis and evaluation to the County Health Report Card and carries out community requested studies of diseases impacting a specific locale. This program recommends public health interventions to control or contain county diseases and/or identified public health problems effecting aggregate populations. This program is responsible for public health workforce development in maintaining and introducing new clinical skills.



Performance Measures

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Percentage of the Public Health professional workforce that will receive formal training in Bioterrorism response.	10%	30%	30%	40%	10%
Staffing (FTE)	5.00	5.00	5.00	5.00	0.00

Personnel Costs	\$260,290	\$321,103	\$260,982	\$330,001	\$8,898
Operating Expenses	\$41,184	\$9,442	\$62,262	\$130,608	\$121,166
Interdept. Charges	\$2,863	\$22,030	\$23,382	\$22,560	\$530
Total Expenditures:	\$304,337	\$352,575	\$346,626	\$483,169	\$130,594
General Government	\$34,085	\$0	\$55,729	\$123,822	\$123,822
Interdepartmental	\$0	\$0	\$1,800	\$0	\$0
Total Revenues:	\$34,085	\$0	\$57,529	\$123,822	\$123,822
Tax Levy	\$270,252	\$352,575	\$289,097	\$359,347	\$6,772



Program Highlights

Personnel costs reflect general wage and employee benefit cost increases along with the establishment of 1.0 FTE Epidemiologist and the abolishment of 1.0 FTE Programs & Projects Analyst. Budgeted operating expenses increase primarily due to increases in the Public Health Preparedness Grant for the preparedness planning and education of Public Health division's personnel.

General government revenues for 2004 are expected to increase due to a \$123,822 increase in the Bioterrorism Preparedness Grant funding. The 2003 estimate includes \$55,729 of the Bioterrorism grant funding.



Activity

Significant epidemiological surveillance and disease tracking is highlighted as a result of the monkeypox outbreak. Epidemiological daily maintenance of Monkeypox outbreak line listings, data tracking and analysis was maintained for Waukesha County and the Milwaukee/Waukesha Regional Consortium to create daily epidemiological curves to identify the increase in the epidemic. Surveillance information was disseminated to the local health care providers and veterinary clinics over the EMSsystem, blast fax, email system and Health Alert Network.

Mission

It is the mission of the Waukesha County Department of Veterans' Services to advocate for and provide assistance to all veterans of the U.S. Armed Services, and their dependents and survivors. We ensure that clients obtain all available and appropriate benefits for which they are entitled. The Department staff is committed to act in a courteous, effective and fiscally responsible manner, maintaining its reputation as one of the top Veterans Service Departments in the State by providing maximum service to its clientele.

Financial Summary

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
General Fund						
Personnel Costs	\$173,917	\$187,326	\$187,007	\$196,444	\$9,118	4.87%
Operating Expenses	\$20,597	\$26,397	\$22,131	\$30,308	\$3,911	14.82%
Interdept. Charges	\$15,728	\$19,041	\$18,459	\$20,452	\$1,411	7.41%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$210,242	\$232,764	\$227,597	\$247,204	\$14,440	6.20%
General Government	\$13,000	\$13,000	\$13,000	\$13,000	\$0	0.00%
Other Revenue	\$140	\$0	\$120	\$0	\$0	N/A
Total Revenues	\$13,140	\$13,000	\$13,120	\$13,000	\$0	0.00%
Tax Levy (a)	\$197,102	\$219,764	\$214,477	\$234,204	\$14,440	6.57%

Position Summary (FTE)

Regular Positions	3.70	3.70	3.70	3.70	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total	3.70	3.70	3.70	3.70	0.00

(a) The 2002 amount shown is actual expenditures minus actual revenues. The 2002-budgeted tax levy was \$206,242. The difference is \$9,140.

Departmental Objectives

1. Utilize the Veteran's Information Management System (VIMS) software to electronically create and submit 90% of the 1,200 U.S. Department of Veteran's Affairs claims. (Strategic Plan Goal 1.1, 4th Quarter 2004)
2. Utilize the Wisconsin Department of Veterans Affairs software to electronically create and submit 95% or 30 Personal Loan Applications. Also, electronically create and submit the State benefits programs that utilize the Wisconsin Department of Veterans Affairs software when the programs are developed by the state of Wisconsin. (Strategic Plan Goal 1.1, 4th Quarter 2004)
3. Utilize the Veteran's Information Management System (VIMS) software to update and track veteran's graves in Waukesha County (Wis. Statutes – Chapter 45.42(2)). (Strategic Plan Goal 1.5, 4th Quarter 2004)
4. Replace 18,720 grave flags, and purchase POW/MIA flags, mini medallions and flag holders, as needed. The flag holders are used for new graves and for the replacement on veteran graves, as needed. The mini medallions are used to mark private headstones for flag distribution purposes. (2nd Quarter 2004)

Major Departmental Strategic Achievements from 7/01/03 to 6/30/04

1. Utilized the Veteran's Information Management System (VIMS) software to electronically create and submit 88% of the 1,203 U.S. Department of Veteran's Affairs claims.
2. Utilized the Wisconsin Department of Veterans Affairs software to electronically create and submit 91% or 50 Personal Loan Applications. Also, electronically create and submit the State benefits programs that utilize the Wisconsin Department of Veterans Affairs software when the programs are developed by the state of Wisconsin.
3. Utilized the Veteran's Information Management System (VIMS) software to update and track veteran's graves in Waukesha County (Wis. Statutes – Chapter 45.42(2).)
4. Replaced 15,506 grave flags, and purchased 18 POW/MIA flags, 500 mini medallions and 310 flag holders. The flag holders are used for new graves and for the replacement on veteran graves, as needed. The mini medallions are used to mark private headstones for flag distribution purposes.

Information Assistance

Program Description

The Veteran's Service Office counsels and assists veterans and their dependents in applying for all federal and state veterans' entitlements. Referrals are made to other federal, state, and local agencies for benefits from other programs. Information related to veterans' concerns is collected, updated, and distributed.



Performance Measures

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Percentage of federal applications that are accepted without additional information.	88%	90%	91%	92%	2%
Percentage of state applications that are accepted without additional information.	91%	93%	93%	94%	1%

Staffing (FTE)	3.70	3.70	3.70	3.70	0.00
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Personnel Costs	\$173,454	\$186,426	\$186,477	\$195,544	\$9,118
Operating Expenses	\$20,295	\$21,494	\$20,776	\$26,405	\$4,911
Interdept. Charges	\$15,728	\$19,041	\$18,459	\$20,452	\$1,411
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$209,477	\$226,961	\$225,712	\$242,401	\$15,440
General Government	\$13,000	\$13,000	\$13,000	\$13,000	\$0
Other Revenue	\$140	\$0	\$120	\$0	\$0
Total Revenues	\$13,140	\$13,000	\$13,120	\$13,000	\$0
Tax Levy (a)	\$196,337	\$213,961	\$212,592	\$229,401	\$15,440

(a) The 2002 amount shown is actual expenditures minus actual revenues. The 2002-budgeted tax levy was \$200,439. The difference is \$4,102.



Program Highlights

There are no changes to the positions. Personnel costs increase by \$9,118 or 4.9% to \$195,544 for the existing 3.7 FTE positions. Salaries are budgeted at \$146,782, an increase of \$5,356, and employee benefits are budgeted at \$48,762, an increase of \$3,762.

Operating expenditures are budgeted at \$26,405, an increase of \$4,911. The major expenditure item in this program area is for the replacement and additional new gravesite flags, flag holders and mini medallion markers that are estimated to cost \$14,498. Operating expenses increase \$4,500 to fund estimated costs of Veteran indigent burials and related headstone placement costs previously funded with all indigent burial costs in the Health and Human Services budget to comply with state statutes s45.16 and s45.18 by shifting \$1,000 from the Veteran's Commission operating expenses and increasing tax levy by \$3,500.

Interdepartmental charges are budgeted at \$20,452, an increase of \$1,411. This increase is mainly due to the End User Technology Fund (EUTF) charges being phased in for this program share of total personal computer (PC) technology costs. Additional tax levy funding is provided to this budget for the increase over the 2003 base budget cost.

General Government revenues of \$13,000 is state reimbursement for the County department of Veterans' Services Officer which continues to be budgeted and paid at the same level since the 1998 budget.

Activity



	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Total dollars to Waukesha County Veterans	\$63.mil	\$47.mil	\$50.mil	\$50.mil	\$3.mil
Original claims & applications filed: Federal	1,313	1,275	1182	1,250	(25)
Original claims & applications filed: State	333	450	250	250	(200)
Referrals to other agencies	115	165	118	130	(35)
Clients interviewed and counseled (In Office)	3,407	2,800	2,802	2,850	50
Miles traveled on veteran's affairs	3,539	3,500	4,100	4,000	500
Appearances on behalf of veterans	126	160	162	150	(10)
Incoming phone calls	8,229	7,500	6,850	6,900	(600)

Veteran's Service Commission

Program Description

There are three Veteran Commissioners that are appointed by the County Executive and approved by the County Board. The commission is required to meet at least once a year, and as needed thereafter, to estimate and provide the amount of funds required for needy Veterans.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
Personnel Costs - Per Diem	\$463	\$900	\$530	\$900	\$0
Operating Expenses	\$302	\$4,903	\$1,355	\$3,903	(\$1,000)
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$765	\$5,803	\$1,885	\$4,803	(\$1,000)
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$0	\$0	\$0	\$0	\$0
Tax Levy (a)	\$765	\$5,803	\$1,885	\$4,803	(\$1,000)

(a) The 2002 amount shown is actual expenditures minus actual revenues. The 2002-budgeted tax levy was \$5,803. The difference is \$5,038.



Program Highlights

Operating expenses decrease \$1,000 due to the shifting of funds to Veterans' Services Information Assistance to aid in the funding of indigent burial costs. The appropriations in Veteran's Service Commission provide funding for all Veterans and their families that are in need of assistance. The personnel costs are for Veteran Service's Commissioners that spend time at meetings when Veteran Emergency Assistance requests are made.



Activity

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Number of Commission Meetings	1	4	2	4	0

